

Cable Television Franchise Subfund

Michael Mattmiller, Director & Chief Technology Officer

(206)684-0600

<http://www.seattle.gov/doi>

Department Overview

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a franchise fee as compensation for cable television providers locating in the public right-of-way. The City approved a franchise with Comcast in 2006, and a second franchise, currently operated by Wave Division I, in 2007.

The Cable Television Franchise Subfund (created by Ordinance 118196) shows the anticipated revenues from the franchise fee and related expenditures in the Department of Information Technology (DoIT). Resolution 30379 establishes usage policies for the fund. The fund pays for the following services:

- Administration of the Cable Customer Bill of Rights and the Public, Education, and Government access costs the City is obligated to fund under the terms of its cable franchise agreements;
- Support of the Seattle Channel, including both operations and capital equipment;
- Programs and projects promoting citizen technology literacy and access, including related research, analysis, and evaluation; and
- Use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Other Funding - Operating	\$8,636,884	\$8,899,785	\$8,389,394	\$8,417,829
Total Operations	\$8,636,884	\$8,899,785	\$8,389,394	\$8,417,829
Total Appropriations	\$8,636,884	\$8,899,785	\$8,389,394	\$8,417,829
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Cable Television Franchise Subfund

Budget Overview

Cable Television Franchise Fund (Cable Fund) revenues are generated by franchise fees from cable television providers and these funds support limited activities provided by the Department of Information Technology (DoIT). Over the last several years, the department has used Cable Fund revenues to support additional, qualified technology access programs such as the portion of email support previously funded by the General Fund. The 2015 Proposed and 2016 Endorsed Budget continues previous uses of the Cable Fund for project management for the web team, web application support service to City departments, and administrative support for community outreach.

For the near future, the Cable Fund continues to have enough revenue growth to offset inflationary impacts on expenditures. DoIT will know more about future revenue projections after the current franchise agreements are renegotiated in 2015-2017.

For further details regarding the use of Cable Television Franchise Subfund, please refer to the DoIT budget.

Incremental Budget Changes

Cable Television Franchise Subfund

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 8,899,785	0.00	\$ 8,899,785	0.00
Proposed Changes				
Align with Information Technology Fund	-\$ 510,391	0.00	-\$ 481,956	0.00
Total Incremental Changes	-\$ 510,391	0.00	-\$ 481,956	0.00
2015 - 2016 Proposed Budget	\$ 8,389,394	0.00	\$ 8,417,829	0.00

Descriptions of Incremental Budget Changes

Proposed Changes

Align with Information Technology Fund - (\$510,391)

Appropriation adjustments align the Cable Fund with changes in the DoIT budget for changes in usage of services that can be paid for with the Cable Fund and changes in cost allocation.

This item includes a \$36,000 increase in the annual contract with the Seattle Community Colleges District (SCCtv) to manage the Seattle Public Access Channel due to inflation and additional one-time funding for capital items. In addition, \$78,000 of funding is for DoIT to expand its efforts to ensure that programming for both the Seattle Channel and the Public Access Channel reflects the full diversity of Seattle. DoIT will work with the Office of Immigrant and Refugee Affairs and the Seattle Office of Civil Rights to explore options to reach all communities for representation in this venue.

Cable Television Franchise Subfund

Please refer to the DoIT budget pages for more detailed information.

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Cable Fee Support to Information Technology Fund Budget Control					
Cable Communications		745,236	776,904	841,077	826,396
Community Technology		1,333,344	1,431,718	1,429,342	1,449,014
Finance and Administration		373,752	0	0	0
Seattle Channel/Democracy Portal		3,149,916	3,374,246	3,627,525	3,661,739
Technology Infrastructure		1,571,412	1,632,943	969,079	921,924
Technology Leadership		314,160	427,054	407,542	428,000
Web Site Support		959,064	1,066,920	924,829	940,756
Total	D160B	8,446,884	8,709,785	8,199,394	8,227,829
Cable Fee Support to Library Fund Budget Control Level	D160C	190,000	190,000	190,000	190,000
Department Total		8,636,884	8,899,785	8,389,394	8,417,829
Department Full-time Equivalent Total*		0.00	0.00	0.00	0.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Revenue Overview

2015 Estimated Revenues

Summit Code	Source	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
421911	Franchise Fee Revenues, Licenses, Permits, and Fines	8,764,264	8,070,384	8,406,198	8,616,353
	Total Franchise Fees	8,764,264	8,070,384	8,406,198	8,616,353
461110	Arts Programming Interest Earnings	6,364	4,727	751	0
461110	Interest Earnings	18,293	41,498	27,100	28,751
	Total Interest Earnings	24,657	46,225	27,851	28,751
	Total Revenues	8,788,921	8,116,609	8,434,049	8,645,104
379100	Use of (Contributions to) Fund Balance	-152,038	783,176	-44,654	-227,275
	Total Use of (Contributions to) Fund Balance	-152,038	783,176	-44,654	-227,275
	Total Resources	8,636,883	8,899,785	8,389,395	8,417,829

Cable Television Franchise Subfund

Appropriations By Budget Control Level (BCL) and Program

Cable Fee Support to Information Technology Fund Budget Control Level

The purpose of the Cable Fee Support to Information Technology Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Department of Information Technology's Information Technology Fund. These resources are used by the Department for a variety of programs consistent with Resolution 30379.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Cable Communications	745,236	776,904	841,077	826,396
Community Technology	1,333,344	1,431,718	1,429,342	1,449,014
Finance and Administration	373,752	0	0	0
Seattle Channel/Democracy Portal	3,149,916	3,374,246	3,627,525	3,661,739
Technology Infrastructure	1,571,412	1,632,943	969,079	921,924
Technology Leadership	314,160	427,054	407,542	428,000
Web Site Support	959,064	1,066,920	924,829	940,756
Total	8,446,884	8,709,785	8,199,394	8,227,829

Cable Fee Support to Library Fund Budget Control Level

The purpose of the Cable Fee Support to Library Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Seattle Public Library's Operating Fund. The Library uses these resources to pay for and maintain computers available to the public.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Citizen Literacy/Access	190,000	190,000	190,000	190,000
Total	190,000	190,000	190,000	190,000

Cable Television Franchise Subfund

Cable TV Fund Table

Cable Television Franchise Subfund (00160)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	4,668,852	4,876,692	4,849,442	4,181,683	4,226,338
Accounting and Technical Adjustments	28,553	0	0	0	0
Plus: Actual and Estimated Revenues	8,788,921	8,116,609	8,232,027	8,434,049	8,645,104
Less: Actual and Budgeted Expenditures	8,636,884	8,899,785	8,899,786	8,389,394	8,417,829
Ending Fund Balance	4,849,442	4,093,516	4,181,683	4,226,338	4,453,613
Designation for Cable Programs	864,496	230,551	225,740		
Reserves Against Fund Balance	1,895,533	1,934,968	1,934,968	1,858,409	1,862,674
Total Reserves	2,760,029	2,165,519	2,160,708	1,858,409	1,862,674
Ending Unreserved Fund Balance	2,089,413	1,927,997	2,020,975	2,367,929	2,590,939

Cable Television Franchise Subfund

Office of City Auditor

David G. Jones, City Auditor

(206) 233-3801

<http://www.seattle.gov/audit/>

Department Overview

The Office of City Auditor was established by City Charter and serves as Seattle's independent audit function. The City Auditor is appointed by a majority of the City Council to a four-year term of office.

The Office of City Auditor seeks to promote honest, efficient management and full accountability throughout City government. It serves the public interest by providing the City Council, the Mayor and City employees with accurate information, unbiased analyses and objective recommendations on how best to use public resources.

The Office of City Auditor conducts audits of City departments, programs, grantees and contracts, as well some nonaudit projects. Most of the office's work is performed in response to specific concerns or requests from City Councilmembers, but the City Auditor also independently initiates work to fulfill the office's mission. If resources are available, the City Auditor responds to requests from the Mayor, City departments and the public.

Through its work, the Office of City Auditor answers the following types of questions:

- Are City of Seattle programs being carried out in compliance with applicable laws and regulations, and is accurate data furnished to the City Council and Mayor on these programs?
- Do opportunities exist to eliminate inefficient use of public funds and waste?
- Are programs achieving desired results?
- Are there better ways to achieve program objectives at lower costs?
- Are there ways to improve the quality of service without increasing costs?
- What emerging or key issues should the City Council and Mayor consider?

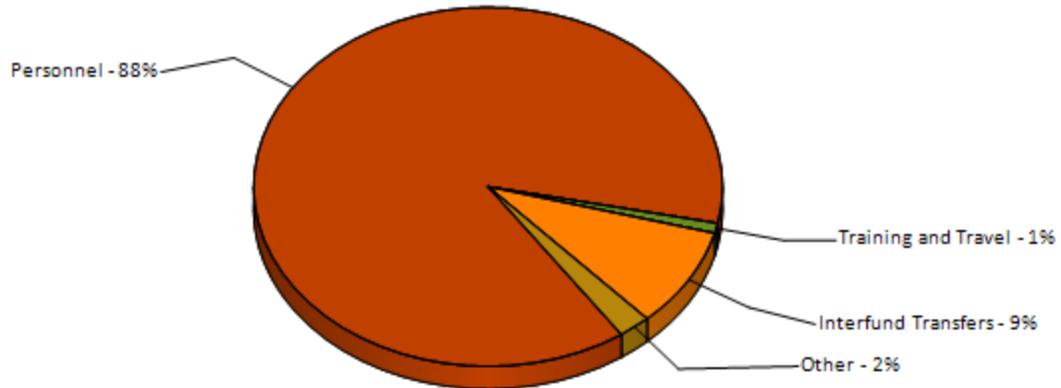
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$1,446,261	\$1,702,670	\$1,586,256	\$1,597,521
Total Operations	\$1,446,261	\$1,702,670	\$1,586,256	\$1,597,521
Total Appropriations	\$1,446,261	\$1,702,670	\$1,586,256	\$1,597,521
Full-time Equivalent Total*	9.50	9.50	9.50	9.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Office of City Auditor

2015 Proposed Budget - Expenditure by Category



Budget Overview

The Office of City Auditor provides information to the Mayor, City Council, and City executive and management staff on City programs and activities.

The Office offers a way for City leaders to assess various public programs objectively, ensuring the use of efficient, effective service delivery options. It also offers the public a way to hold the City accountable for how public resources are being used. The 2015 and 2016 Proposed Budgets preserve the funding and staffing levels that have allowed the Office of City Auditor to respond to those needs.

Incremental Budget Changes

Office of City Auditor

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 1,702,670	9.50	\$ 1,702,670	9.50

Baseline Changes

Citywide Adjustments for Standard Cost Changes	\$ 163,073	0.00	\$ 165,334	0.00
Remove Funding for Audit of Seattle Police	-\$ 300,000	0.00	-\$ 300,000	0.00
Department's Public Disclosure Request Process				

Office of City Auditor

Proposed Technical Changes

Citywide Training and Travel Reallocation	-\$ 614	0.00	-\$ 614	0.00
Technical Adjustments	\$ 67	0.00	\$ 452	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 21,060	0.00	\$ 29,679	0.00
Total Incremental Changes	-\$ 116,414	0.00	-\$ 105,149	0.00
2015 - 2016 Proposed Budget	\$ 1,586,256	9.50	\$ 1,597,521	9.50

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$163,073

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment also reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf.

Remove Funding for Audit of Seattle Police Department's Public Disclosure Request Process - (\$300,000)

The 2014 Adopted Budget transferred funds from the Judgment and Claims Fund to the Office of City Auditor to support an audit of the Seattle Police Department's (SPD) procedures for responding to public disclosure requests. This change removes that one-time funding.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$614)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Technical Adjustments - \$67

Changes reflected in this category include: adjustments within or between Budget Control Levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Office of City Auditor

Final Citywide Adjustments for Standard Cost Changes - \$21,060

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of City Auditor Budget Control Level	VG000	1,446,261	1,702,670	1,586,256	1,597,521
Department Total		1,446,261	1,702,670	1,586,256	1,597,521

Department Full-time Equivalents Total*	9.50	9.50	9.50	9.50
--	-------------	-------------	-------------	-------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Office of City Auditor Budget Control Level

The purpose of the Office of City Auditor is to provide unbiased analyses and objective recommendations to assist the City in using public resources more equitably, efficiently and effectively in delivering services to the public.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of City Auditor	1,446,261	1,702,670	1,586,256	1,597,521
Total	1,446,261	1,702,670	1,586,256	1,597,521
Full-time Equivalents Total*	9.50	9.50	9.50	9.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

City Budget Office

Ben Noble, Director

(206) 615-1962

<http://www.seattle.gov/budgetoffice/>

Department Overview

The City Budget Office (CBO) is responsible for developing and monitoring the City's annual budget, carrying out budget-related functions, and overseeing fiscal policy and financial planning activities. CBO provides strategic analysis relating to the use of revenues, debt, long-term issues, and special events. The department also provides technical assistance, training, and support to City departments in performing financial functions.

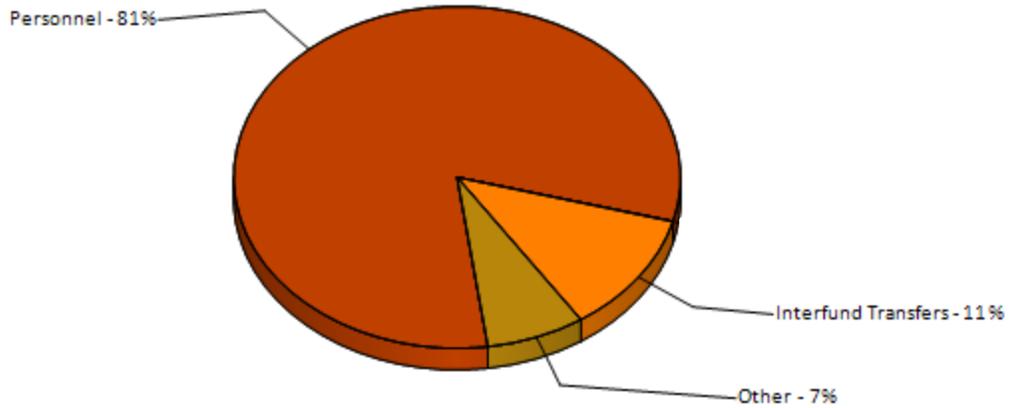
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$4,038,530	\$4,614,910	\$5,576,325	\$5,620,211
Total Operations	\$4,038,530	\$4,614,910	\$5,576,325	\$5,620,211
Total Appropriations	\$4,038,530	\$4,614,910	\$5,576,325	\$5,620,211
Full-time Equivalent Total*	28.50	29.50	33.00	33.00

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

City Budget Office

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget has few changes for CBO. The primary one is a transfer of three revenue and forecasting staff from the Finance and Administrative Services (FAS) Department to CBO, which is intended to more closely align the ongoing forecasting work of these staff with the budgeting work in CBO. In addition, this team will help develop, implement and manage a new Economic and Revenue Forecast Advisory Council (ERFAC), which will have a joint Executive and Legislative branch membership of staff that will advise the City on revenue policies. Other changes in this budget include the reclassification and increment of a halftime administrative position to a fulltime analyst position, an increase to CBO's budget to address some salary equity considerations, and technical changes to reflect internal service cost and citywide inflationary increases.

Incremental Budget Changes

City Budget Office

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 4,614,910	29.50	\$ 4,614,910	29.50
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 282,618	0.00	\$ 292,136	0.00

City Budget Office

Proposed Changes

Transfer of Forecasting Staff to CBO	\$ 430,293	3.00	\$ 430,293	3.00
Reclassify and increase existing position	\$ 60,000	0.50	\$ 60,000	0.50
Salary Adjustments	\$ 150,000	0.00	\$ 150,000	0.00

Proposed Technical Changes

Citywide Training and Travel Reallocation	-\$ 527	0.00	-\$ 527	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 39,031	0.00	\$ 73,399	0.00

Total Incremental Changes **\$ 961,415** **3.50** **\$ 1,005,301** **3.50**

2015 - 2016 Proposed Budget **\$ 5,576,325** **33.00** **\$ 5,620,211** **33.00**

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$282,618

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Proposed Changes

Transfer of Forecasting Staff to CBO - \$430,293/3.00 FTE

This item transfers 3.0 FTE from the Finance and Administrative Services Department's (FAS) Finance Division to the City Budget Office. The staff in this group produce the City's revenue forecasts and related economic work, which will now be more closely aligned with the budget office functions. In addition, this group will staff a new Economic and Revenue Forecast Advisory Council (ERFAC), which will be a joint Executive and Legislative body reviewing and advising the City on economic policies and actions.

Reclassify and increase existing position - \$60,000/.50 FTE

This item turns an existing 0.5 FTE administrative specialist III position into a full time strategic advisor II position, allowing CBO to better staff the City on policy and budget issues.

Salary Adjustments - \$150,000

This item increases CBO's budget authority to address some pay equity considerations.

City Budget Office

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$527)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Final Citywide Adjustments for Standard Cost Changes - \$39,031

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
City Budget Office Budget Control Level	CZ000	4,038,530	4,614,910	5,576,325	5,620,211
Department Total		4,038,530	4,614,910	5,576,325	5,620,211
Department Full-time Equivalents Total*		28.50	29.50	33.00	33.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

City Budget Office Budget Control Level

The purpose of the City Budget Office Budget Control Level is to develop and monitor the budget, carrying out budget-related functions, oversee financial policies and plans, and provide financial and other strategic analysis.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Program Expenditures				
City Budget Office	4,038,530	4,614,910	5,576,325	5,620,211
Total	4,038,530	4,614,910	5,576,325	5,620,211
Full-time Equivalents Total*	28.50	29.50	33.00	33.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Seattle Office for Civil Rights

Patricia Lally, Director

(206) 684-4500

<http://www.seattle.gov/civilrights/>

Department Overview

The Seattle Office for Civil Rights (OCR) works to achieve equity and advance opportunity in Seattle by:

- Developing policies and promoting partnerships to achieve racial equity and social justice
- Enforcing City, state and federal anti-discrimination laws that guarantee equal access to housing, employment, public accommodations, contracting and lending
- Staffing the Seattle Human Rights Commission, Seattle Women's Commission, Seattle Lesbian Gay Bisexual Transgender Commission, and the Seattle Commission for People with disAbilities
- Administering the Title VI program of the 1964 Civil Rights Act, which relates to physical access to governmental facilities; projects; and programs, and Title II complaints alleging discrimination on the basis of disability in the provision of services; activities; programs; or benefits by the City
- Offering free technical assistance and outreach to businesses; community groups; and the general public, including immigrants; people of color; women; people with disabilities; and lesbian, gay, bisexual, transgender and queer communities
- Making available a wide array of civil rights information, including translations into other languages

Beginning in 2015, OCR will house the newly created City of Seattle Office of Labor Standards, which will centralize outreach and enforcement of City ordinances addressing labor standards and coordinate with current enforcement staff on shared-jurisdiction claims and cases. The main work program of the Office of Labor Standards includes the following:

- The Paid Sick and Safe Time Ordinance, requiring employers to provide paid sick and safe time to employees who work within Seattle city limits
- The Job Assistance Ordinance, which regulates the use of criminal history in employment decisions
- The Minimum Wage Ordinance, which regulates the minimum hourly wage for workers in the City of Seattle
- Wage Theft Ordinances, which provides criminal remedies when an employer intentionally fails to pay an employee's wages or benefits

OCR also leads the City's Race and Social Justice Initiative (RSJI). The goals of the Initiative are to end institutional racism in City government; promote inclusion and full participation of all residents in civic life; and partner with the community to achieve racial equity across Seattle.

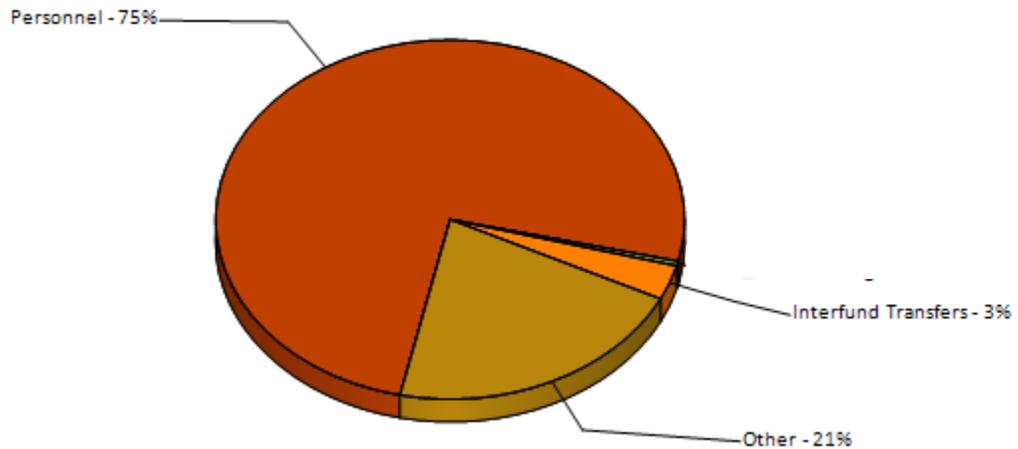
Seattle Office for Civil Rights

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$2,814,811	\$2,956,570	\$4,115,786	\$4,121,428
Total Operations	\$2,814,811	\$2,956,570	\$4,115,786	\$4,121,428
Total Appropriations	\$2,814,811	\$2,956,570	\$4,115,786	\$4,121,428
Full-time Equivalent Total*	23.00	23.50	29.25	31.25

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

2015 Proposed Budget - Expenditure by Category



Seattle Office for Civil Rights

Budget Overview

The 2015-2016 Proposed Budget includes funding for the City's new Office of Labor Standards. This office will include new positions to centralize labor-standards compliance and enforcement work, lead labor-standards policy development and guide the City's future approach in this area, engage in education and outreach on labor standards, and investigate potential labor standards violations. In 2015, OCR will add a labor standards director. The Office of Labor Standards will function as a division within OCR, and the labor standards director will lead this division. In addition, OCR will add a new full-time position to reach out to the community, and it will increase staffing for outreach to businesses about the City's labor standards ordinances. The Mayor supports an approach to labor standards that emphasizes outreach and education, and funding is provided for outreach including partnerships with community and business stakeholders. OCR will also add a full-time lead investigator, who will join OCR's investigation team (with two additional investigator positions added in 2016). Placing the Office of Labor Standards in OCR allows for additional administrative and case management support from existing OCR staff that the Office of Labor Standards would not have if it was a standalone office.

OCR will increase a position from half time to full time with funding from the Office of Arts and Culture. The position supports the City Race and Social Justice Initiative (RSJI), and, with the new funding, will become Deputy Director of RSJI. The Deputy Director will lead outreach in the Arts and Culture sector of OCR's Campaign for Racial Equity, as well as leading a number of other projects of interest to both OCR and Arts.

The proposed budget also includes funding for an upgrade to OCR's case-management system, which will be particularly important given the office's expanded purview. The upgrade is expected to improve workflow and record retention and allow OCR to more efficiently develop data on the City's civil-rights compliance efforts.

Finally, the budget annualizes two positions added to OCR during 2014. In May 2014, the City's Gender Equity in Pay Task Force submitted its report to the Mayor and City Council. Responsive to the report's findings about disparities in pay among City of Seattle employees, the Council passed Ordinance 124484, which added positions to address the current gender-equity gap and seek to close it. One of these positions was a full-time strategic advisor at OCR. In addition, a 0.75 FTE training and education coordinator was added in a 2014 supplemental-budget ordinance.

Incremental Budget Changes

Seattle Office for Civil Rights

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 2,956,570	23.50	\$ 2,956,570	23.50
Baseline Changes				
Salary, Benefits and Other Technical Adjustments	\$ 39,759	0.00	\$ 39,759	0.00
Citywide Adjustments for Standard Cost Changes	\$ 149,886	0.00	\$ 153,737	0.00
Proposed Changes				
Create and Staff Office of Labor Standards	\$ 510,698	3.50	\$ 660,460	5.50

Seattle Office for Civil Rights

Partner with Office of Arts and Culture on Programming and Community Outreach	\$ 45,000	0.50	\$ 45,000	0.50
Upgrade Case-Management System	\$ 160,000	0.00	\$ 0	0.00
Add Policy Advisor to Address Gender Inequity In Pay	\$ 139,626	1.00	\$ 139,626	1.00
Add Training Coordinator for Race and Social Justice Initiative	\$ 11,000	0.75	\$ 11,000	0.75
Proposed Technical Changes				
Citywide Training and Travel Reallocation	-\$ 3,072	0.00	-\$ 3,072	0.00
Technical Adjustments	\$ 4,881	0.00	\$ 5,031	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 101,438	0.00	\$ 113,317	0.00
Total Incremental Changes	\$ 1,159,216	5.75	\$ 1,164,858	7.75
2015 - 2016 Proposed Budget	\$ 4,115,786	29.25	\$ 4,121,428	31.25

Descriptions of Incremental Budget Changes

Baseline Changes

Salary, Benefits and Other Technical Adjustments - \$39,759

Technical adjustments reflect departmental reorganization and employment costs.

Citywide Adjustments for Standard Cost Changes - \$149,886

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf.

Proposed Changes

Create and Staff Office of Labor Standards - \$510,698/3.50 FTE

This change creates an Office of Labor Standards within OCR. OCR currently investigates, enforces, and performs community outreach related to the City's Paid Safe and Sick Time and Job Assistance Ordinances. Beginning in 2015 its purview will expand to include all City ordinances that address labor standards, including the Minimum Wage Ordinance, Wage Theft and any future legislative actions.

- In 2014, OCR staffed labor-standards work with a 1.0 FTE investigator and a 0.5 FTE business outreach liaison.
- In 2015, OCR will add a 1.0 FTE labor standards director to lead the new office. In addition, the business outreach liaison will be increased to 1.0 FTE, and OCR will add a 1.0 FTE community outreach liaison and

Seattle Office for Civil Rights

a 1.0 FTE lead investigator.

- In 2016, OCR will add two additional 1.0 FTE investigators.

Funding is provided (\$100,000 in 2015 and \$50,000 in 2016) to support outreach including partnerships with business and community stakeholders in the City's labor standards ordinances. The funding will enable education and outreach that is tailored to the needs and demographics of these stakeholders' target audiences. Funding for the Office of Labor Standards budget also provides for administrative and case management support from existing OCR staff.

Partner with Office of Arts and Culture on Programming and Community Outreach - \$45,000/.50 FTE

This change increases a half-time position to full time with funding from the Office of Arts and Culture. The new position will have broad policy and programmatic responsibilities for aligning OCR's and Arts' community and outreach efforts around racial equity. Among other projects, the position will develop funding opportunities for community, immigrant, and refugee groups to use the arts to address race and social justice issues.

Upgrade Case-Management System - \$160,000

OCR uses a custom-designed software program, called MARTIN, to manage and track its enforcement of non-discrimination and labor standards laws and to respond to public disclosure requests about its work in these areas. Since it began using MARTIN, in 2008, two new laws (Paid Sick and Safe Time and the Job Assistance Ordinance) have been added to OCR's enforcement portfolio, and some of the office's processes have changed. The upgrade will accommodate these changes. It will also help OCR implement a recommendation from the City Auditor to increase its use of automation in order to improve its consistency in case file documentation.

Add Policy Advisor to Address Gender Inequity In Pay - \$139,626/1.00 FTE

This item annualizes a position added to OCR during 2014 through Ordinance 124484. The position's responsibilities include a study of national best practices on gender equity and an analysis of gender pay disparities across City departments. This research lays the groundwork for the development of training and strategies to address the root causes of gender inequity. OCR collaborates closely with the Seattle Department of Human Resources on this body of work.

Add Training Coordinator for Race and Social Justice Initiative - \$11,000/.75 FTE

This item annualizes a position added to OCR through a supplemental budget ordinance. This position designs, coordinates, and implements training activities to engage City departments and employees, Seattle residents and community organizations on issues that are part of the City's Race and Social Justice Initiative (RSJI). This position is largely funded through cost savings from the reclassification of another position at OCR.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$3,072)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Seattle Office for Civil Rights

Technical Adjustments - \$4,881

Changes reflected in this category include: adjustments within or between Budget Control Levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Final Citywide Adjustments for Standard Cost Changes - \$101,438

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Civil Rights Budget Control Level	X1R00	2,814,811	2,956,570	4,115,786	4,121,428
Department Total		2,814,811	2,956,570	4,115,786	4,121,428

Department Full-time Equivalents Total*	23.00	23.50	29.25	31.25
--	--------------	--------------	--------------	--------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Civil Rights Budget Control Level

The purpose of the Civil Rights Budget Control Level is to encourage and promote equal access and opportunity, diverse participation, and social and economic equity in Seattle. OCR works to eliminate discrimination in employment, housing, public accommodations, contracting and lending in Seattle through enforcement, and policy and outreach activities. The office enforces Seattle's labor-standards ordinances. In addition, the office is responsible for directing the Race and Social Justice Initiative, which leads other City departments to design and implement programs that help eliminate institutionalized racism.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Civil Rights	2,814,811	2,956,570	4,115,786	4,121,428
Total	2,814,811	2,956,570	4,115,786	4,121,428
Full-time Equivalents Total*	23.00	23.50	29.25	31.25

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Civil Service Commissions

Jennifer A. Greenlee, Executive Director

(206) 233-7118

<http://www.seattle.gov/CivilServiceCommissions/>

Department Overview

The **Civil Service Commissions (CIV)** is the administrative entity serving both the Civil Service Commission and the Public Safety Civil Service Commission, quasi-judicial bodies charged with providing fair and impartial hearings of alleged violations of the City's personnel rules. Each Commission is governed by a separate three-member board, with one member appointed by the Mayor, one appointed by the City Council, and one elected by, and representing, employees. The term of each Commissioner is three years.

The **Civil Service Commission (CSC)** provides fair and impartial hearings of alleged violations of the City's personnel rules. Employees may file appeals with the CSC regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The CSC may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system.

In addition, the CSC investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The CSC conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

The purpose of the **Public Safety Civil Service Commission (PSCSC)** is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Police Department and uniformed personnel of the Seattle Fire Department. The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues.

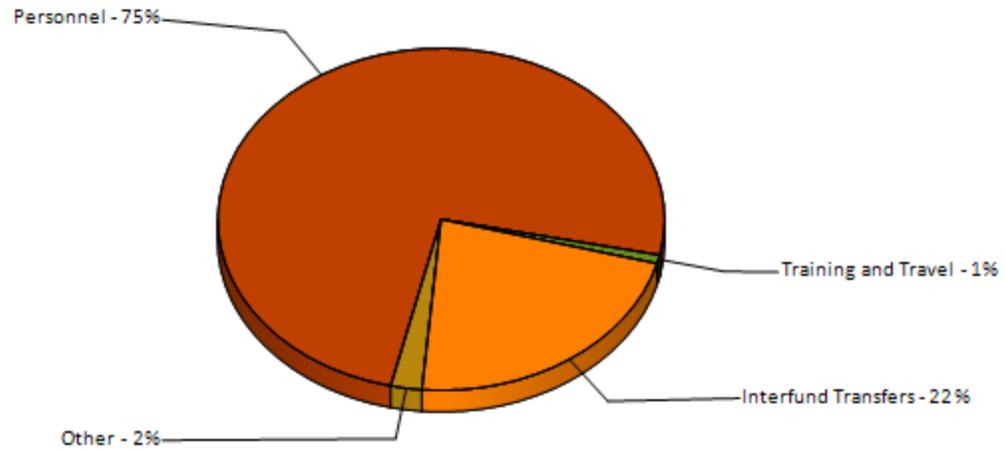
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$319,049	\$379,974	\$518,133	\$519,606
Total Operations	\$319,049	\$379,974	\$518,133	\$519,606
Total Appropriations	\$319,049	\$379,974	\$518,133	\$519,606
Full-time Equivalent Total*	2.60	2.60	2.60	2.60

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Civil Service Commissions

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget makes only minor technical changes to the Civil Service Commissions department.

Civil Service Commissions

Incremental Budget Changes

Civil Service Commissions

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 379,974	2.60	\$ 379,974	2.60
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 115,782	0.00	\$ 117,649	0.00
Proposed Technical Changes				
Final Citywide Adjustments for Standard Cost Changes	\$ 22,377	0.00	\$ 21,983	0.00
Total Incremental Changes	\$ 138,159	0.00	\$ 139,632	0.00
2015 - 2016 Proposed Budget	\$ 518,133	2.60	\$ 519,606	2.60

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$115,782

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. This adjustment also reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes - \$22,377

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Civil Service Commissions

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Civil Service Commissions Budget Control Level	V1CIV	319,049	379,974	518,133	519,606
Department Total		319,049	379,974	518,133	519,606

Department Full-time Equivalents Total*	2.60	2.60	2.60	2.60
--	-------------	-------------	-------------	-------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Civil Service Commissions Budget Control Level

The purpose of the Civil Service Commissions Budget Control Level is to provide administrative support to the Public Safety Civil Service Commission (PSCSC) and the Civil Service Commission (CSC). The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues. The CSC directs the civil service system for all other employees of the City. It investigates allegations of political patronage so the City's hiring process conforms to the merit system set forth in the City Charter. These commissions will at times improve the City personnel system by developing legislation for the Mayor and City Council.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Civil Service Commissions	319,049	379,974	518,133	519,606
Total	319,049	379,974	518,133	519,606
Full-time Equivalents Total*	2.60	2.60	2.60	2.60

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Office of the Community Police Commission

Fé Lopez, Executive Director

(206) 233-2664

<http://www.seattle.gov/policecommission/>

Department Overview

The Office of the Community Police Commission (CPC) is the administrative and policy support entity of the Community Police Commission. The CPC is charged with providing community oversight and input on the police reform efforts that are the subject of a Settlement Agreement between the City and the U.S. Department of Justice regarding police practices. A 15-member board appointed by the Mayor and confirmed by the City Council governs the CPC. Each commissioner serves a three-year term. The Commission will remain in existence until terminated by the City, but this termination may not occur prior to the termination of the Settlement Agreement.

The CPC provides an independent forum for dialogue and widespread input on the reform efforts embodied in the Settlement Agreement and Memorandum of Understanding established by the Department of Justice. Ongoing community input is a critical component of achieving and maintaining effective and constitutional policing.

The CPC leverages the ideas, talent, experience and expertise of the people of Seattle to ensure police services:

1. Fully comply with the Constitution of the United States;
2. Ensure public and officer safety; and
3. Promote public confidence in the Seattle Police Department and its officers.

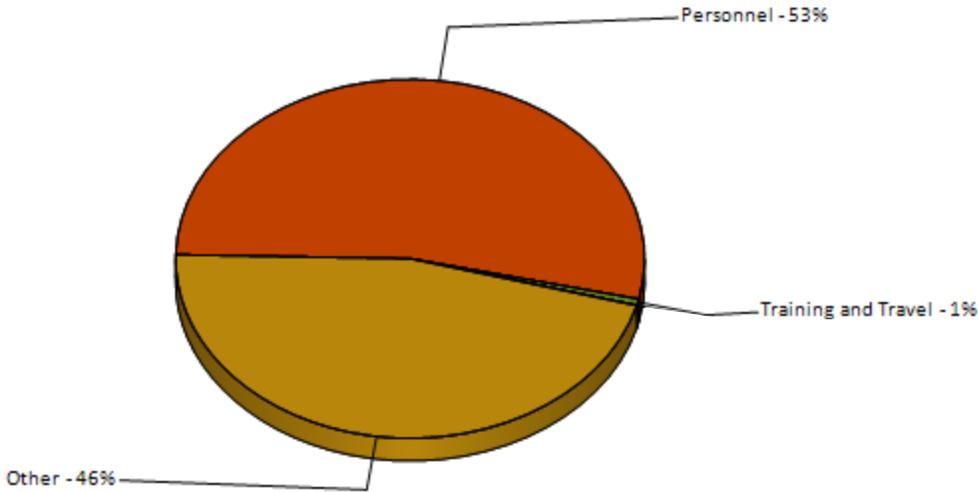
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$438,897	\$813,380	\$818,564	\$829,555
Total Operations	\$438,897	\$813,380	\$818,564	\$829,555
Total Appropriations	\$438,897	\$813,380	\$818,564	\$829,555
Full-time Equivalent Total*	0.00	0.00	3.00	3.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Office of the Community Police Commission

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget makes technical budget adjustments as a result of salary adjustments and legislation approved during the 2014 fiscal year. It also makes other technical changes related to Citywide central cost calculations and inflation.

Office of the Community Police Commission

Incremental Budget Changes

Office of the Community Police Commission

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 813,380	0.00	\$ 813,380	0.00
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 5,242	3.00	\$ 5,242	3.00
Proposed Technical Changes				
Continue Community Engagement Position	\$ 0	0.00	\$ 0	0.00
Final Citywide Adjustments for Standard Cost Changes	-\$ 58	0.00	\$ 10,933	0.00
Total Incremental Changes	\$ 5,184	3.00	\$ 16,175	3.00
2015 - 2016 Proposed Budget	\$ 818,564	3.00	\$ 829,555	3.00

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$5,242/3.00 FTE

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment also includes technical position adds due to legislation in 2013. These are not new position adds in 2015 and 2016. This add is intended to align the budget book position totals with department personnel data.

Proposed Technical Changes

Continue Community Engagement Position

In 2014, Ordinance 124557 added a Community Engagement position funded by existing department resources to the Office of the Community Police Commission. This net zero technical adjustment reallocates department resources to the appropriate position cost categories to continue this position.

Final Citywide Adjustments for Standard Cost Changes - (\$58)

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Office of the Community Police Commission

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of the Community Police Commission Budget Control Level	X1P00	438,897	813,380	818,564	829,555
Department Total		438,897	813,380	818,564	829,555
Department Full-time Equivalents Total*		0.00	0.00	3.00	3.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Office of the Community Police Commission Budget Control Level

The purpose of the Office of the Community Police Commission BCL is to leverage the ideas, talents, experience, and expertise of the community to provide ongoing community input into the development of Seattle Police Department reforms, the establishment of police priorities, and facilitation of police/community relationships necessary to promote public safety.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Program Expenditures				
Office of the Community Police Commission	438,897	813,380	818,564	829,555
Total	438,897	813,380	818,564	829,555
Full-time Equivalents Total*	0.00	0.00	3.00	3.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Employees' Retirement System

Ken Nakatsu, Interim Executive Director

(206) 386-1293

<http://www.seattle.gov/retirement/>

Department Overview

The Employees' Retirement System has two major functions: administration of retirement benefits and management of the assets of the Retirement Fund. Employee and employer contributions, as well as investment earnings, provide funding for the system. Approximately 8,600 active employee members, 2,000 vested terminated employee members and 5,900 retired employee members participate in the plan. The provisions of the plan are set forth in Chapter 4.36 of the Seattle Municipal Code. The plan is a "defined benefit plan," which means an employee's salary, years of service, and age at the time of retirement are used to determine the amount of retirement benefits. At retirement, members are given a choice of several payment options to collect their retirement benefit. The Retirement System is led by a seven-member Board of Administration and an Executive Director appointed by the Board.

Please note that the appropriations detailed in the following tables reflect only the costs to administer the system and do not reflect payment of retiree benefits. For additional details on retiree benefit payments, please visit the Retirement website: <http://www.seattle.gov/retirement/>

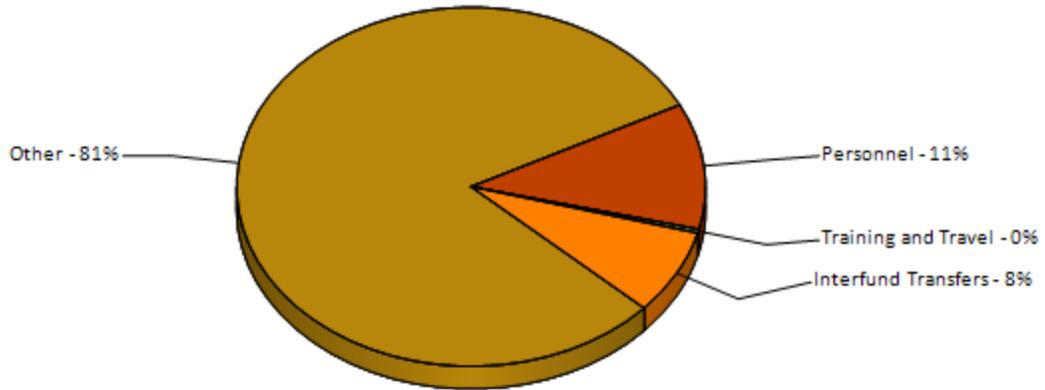
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Other Funding - Operating	\$13,446,283	\$13,425,378	\$22,023,422	\$19,507,601
Total Operations	\$13,446,283	\$13,425,378	\$22,023,422	\$19,507,601
Total Appropriations	\$13,446,283	\$13,425,378	\$22,023,422	\$19,507,601
Full-time Equivalent Total*	18.00	20.00	20.00	20.00

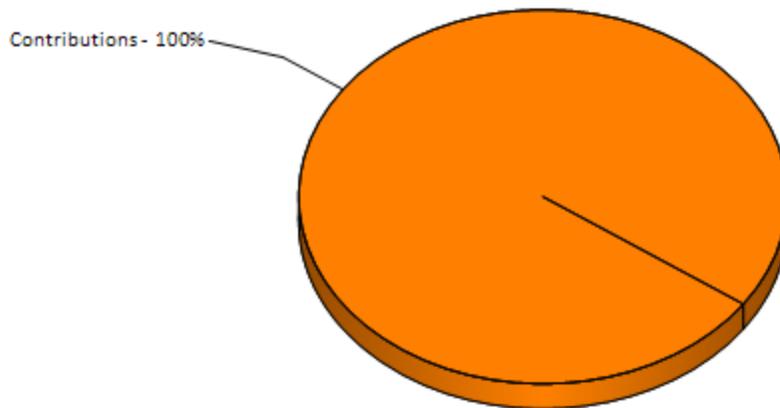
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Employees' Retirement System

2015 Proposed Budget - Expenditure by Category



2015 Proposed Budget - Revenue by Category



Employees' Retirement System

Budget Overview

The Seattle City Employees Retirement System (SCERS) relies on the health of its investment earnings to sustain its on-going financial obligations. In years when the economy falters, investment earnings may not meet anticipated levels, creating a financial strain on the system. During severe downturns the SCERS asset portfolio, as with most other retirement portfolios, may experience investment losses instead of gains. This was the case in 2008. The annual funded status of the SCERS at January 1 represents the value of the asset portfolio over the reserves needed to pay all promised retirement benefits. At the beginning of 2008, SCERS held net assets worth \$2.1 billion, which amounted to a 92% funded status, a level considered healthy by most standards.

By 2010, following sharp, worldwide financial market losses, SCERS net assets fell to \$1.6 billion which amounted to only a 62% funded status. By January 1, 2014, the performance of SCERS investment portfolio improved slightly to 68% of the reserves need to pay promised retirement benefits. However, the 68% is based on the market value of assets (MVA). As described further below, the City began using a five-year asset smoothing policy in 2011 to determine the actuarial value of assets (AVA) which are now used to determine the annual funded status. The smoothing policy reduces year-to-year volatility by delaying the full impact of both gains and losses in the asset portfolio. SCERS actual funded status at January 1, 2014 based on the AVA is 64%.

While the funding level at January 1, 2014 is not nearly as healthy as 2008, SCERS has ample resources on hand, combined with future contributions, needed to pay all near-term obligations to retirees, given the total size of the SCERS portfolio. However, SCERS must identify mechanisms to make up the decline in asset value over time in order to ensure full funding of retiree benefits in the long-term.

SCERS can recover from these shortfalls in different ways. The easiest way to make up revenue shortfalls is to have a better-than-anticipated investment returns on the SCERS portfolio. This was the case experienced in 2011, 2013 and 2014, but not in 2012 due to the slow recovery from the economic downturn, and the portfolio may experience investment losses. As experienced in the last four years, SCERS cannot rely on better-than-anticipated investment returns every year, as some future years will again yield a lower return.

Another way to address shortfalls, and even prevent possible losses in returns is to modify revenue assumptions and system spending in advance. To follow this approach, the SCERS Board of Administration agreed in 2014 to decrease the long-term investment return assumption for planning purposes. The investment return decreased from 7.75% to 7.50% starting in 2014.

A third way is to proactively address the system shortfall is to change administrative policies regarding how the retirement fund is managed. In 2011, the City adopted a policy to fully fund the actuary-recommended rate each year. By meeting the annual contribution into the SCERS retirement fund, the fund can expect a rate of return on the full projected fund balance.

A fourth way to address system shortfalls is to adjust the amount paid into the fund by the City, the amount paid by the employee members, or both. In 2010, employees agreed to contribute more into the fund, which increased the employee rate from 8.03% to 10.03% by 2012 where it now remains, per current City labor contract agreements. On the other side of this contribution equation, the employer rate has risen each year since 2010 and will be 15.73% in 2015. The total combined rate in each year is the rate determined by the City's actuary to fully fund obligations.

A final way to address system shortfalls is to more carefully manage the investment portfolio choices. Since 2011, SCERS has employed a common five-year asset smoothing policy to determine the actuarial value of assets (AVA) under which portfolio gains or losses occurring in each year are recognized evenly over a five-year period, thereby smoothing out volatile year-to-year swings in asset values. This policy results in gradual changes in actuarially recommended contribution rates each year.

Given projected future increases in City costs for retirement, in 2012 an interdepartmental team developed a report summarizing possible changes to SCERS that would enhance its fiscal sustainability over the long run. These

Employees' Retirement System

options are currently under consideration and the City will continue to analyze the costs, benefits and feasibility of these and other changes to SCERS in the coming biennium. More details on this report can be found online: http://www.seattle.gov/council/issues/retirement_system.htm.

Other Employees' Retirement System Improvements

SCERS continues to update and improve its internal operations and benefits administration functions. One area of focus is to replace outdated Information Technology (IT) systems. The current system is not fully automated with Personnel records, requiring manual inputs. Additionally, a 2013 audit by the City Auditor found a high error rate in several aspects of the benefit calculation process. The audit also observed long processing times for retirement benefit calculations. This can lead to delays in members' retirements because they rely on SCERS to provide retirement benefit estimates, and may delay their retirement after receiving their benefit calculation more than a month from their request to SCERS. The 2015-2016 Proposed Budget includes the funding of a new software system in 2015 to improve record keeping and administrative data systems, reduce the amount of time to receive retirement benefit estimates and final benefit calculations, and therefore, increase members' ability to plan for retirement.

The 2015-2016 Proposed Budget also includes funding in 2015 to support SCERS plan to add a Chief Investment Officer by the end of 2014. The Chief Investment Officer will strengthen SCERS priorities in portfolio management, fund investment, and help ensure full funding of member benefits.

Incremental Budget Changes

Employees' Retirement System

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 13,425,378	20.00	\$ 13,425,378	20.00
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 37,292	0.00	\$ 80,631	0.00
Proposed Changes				
Position Reclassifications	\$ 191,197	0.00	\$ 191,197	0.00
Pension Administration System	\$ 6,205,550	0.00	\$ 3,359,150	0.00
Investment Managers	\$ 1,384,164	0.00	\$ 1,384,164	0.00
Proposed Technical Changes				
Final Citywide Adjustments for Standard Cost Changes	\$ 779,841	0.00	\$ 1,067,081	0.00
Total Incremental Changes	\$ 8,598,044	0.00	\$ 6,082,223	0.00
2015 - 2016 Proposed Budget	\$ 22,023,422	20.00	\$ 19,507,601	20.00

Employees' Retirement System

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$37,292

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Proposed Changes

Position Reclassifications - \$191,197

This item increases funding for the reclassification of two positions in order to support a higher level of analytical capacity and investment oversight.

Pension Administration System - \$6,205,550

This item increases appropriations for a new benefits administration software system to improve record keeping and administrative processes. This is a one-time cost in 2015 for the system upgrade, which will be fully implemented in 2017.

Investment Managers - \$1,384,164

This item increases funding to pay for an ongoing increase in investment management contract fees, which are based on future projections of SCERS' current investments.

Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes - \$779,841

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Employees' Retirement System

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Personnel, Maintenance, and Operations Budget Control Level	R1E10	13,446,283	13,425,378	22,023,422	19,507,601
Department Total		13,446,283	13,425,378	22,023,422	19,507,601
Department Full-time Equivalents Total*		18.00	20.00	20.00	20.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Revenue Overview

2015 Estimated Revenues

Summit Code	Source	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
469610	Employee Contributions	5,884,215	5,532,598	8,575,113	7,730,590
569510	Employer Contributions	7,562,068	7,892,779	13,448,309	11,777,011
	Total Contributions	13,446,283	13,425,377	22,023,422	19,507,601
	Total Revenues	13,446,283	13,425,377	22,023,422	19,507,601
	Total Resources	13,446,283	13,425,377	22,023,422	19,507,601

Appropriations By Budget Control Level (BCL) and Program

Personnel, Maintenance, and Operations Budget Control Level

The purpose of the Employees' Retirement Budget Control Level is to manage and administer retirement assets and benefits.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Employees' Retirement	13,446,283	13,425,378	22,023,422	19,507,601
Total	13,446,283	13,425,378	22,023,422	19,507,601
Full-time Equivalents Total*	18.00	20.00	20.00	20.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Ethics and Elections Commission

Wayne Barnett, Executive Director

(206) 684-8500

<http://www.seattle.gov/ethics/>

Department Overview

The Seattle Ethics and Elections Commission helps foster public confidence in the integrity of Seattle city government by providing education, training, and enforcement of the City's Ethics Code, Whistleblower Code, and lobbying regulations. The Commission also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code. In 2011, the Commission executed an agreement with the City of Kirkland to provide an independent ethics investigation program for that city.

The Commission work on behalf of the City of Seattle centers around four main lines of business:

Ethics Code: The Commission conducts ethics training for all City of Seattle employees upon request and through the City's New Employee and New Supervisor Orientation programs. It also provides ethics training information for City employees via the City's intranet site. The Commission issues advisory opinions regarding interpretations of the Code of Ethics and also investigates and rules upon alleged violations of the Code. Thirty years of formal advisory opinions, organized and searchable by topic, are available on the Commission's website.

Whistleblower Code: The Commission helps to protect an employee's right to report improper governmental action and to be free from possible retaliation as a result of such reporting. The Commission either investigates allegations of improper governmental actions itself or refers allegations to the appropriate agency.

Elections Code and Election Pamphlets Code: The Commission fulfills the public's mandate of full campaign disclosure by:

- training organizations required to report campaign contributions and expenditures in proper reporting procedures;
- auditing every organization that files campaign reports;
- working with organizations to correct errors; and
- making all campaign finance information available to the public.

Since 1993, the Commission has made summary reports of campaign financing information available to the public. And since 1995, the Commission has published campaign financing information on its website. The Commission also produces voters' pamphlets for City elections and ballot measures. It makes these pamphlets available in several languages and produces a video voters' guide with King County.

Lobbying Regulations: The Commission is charged with administering the City's lobbying regulations. The Commission collects and posts information so that citizens know who is lobbying and how much they are being paid to lobby. The Commission also enforces compliance with the lobbying regulations.

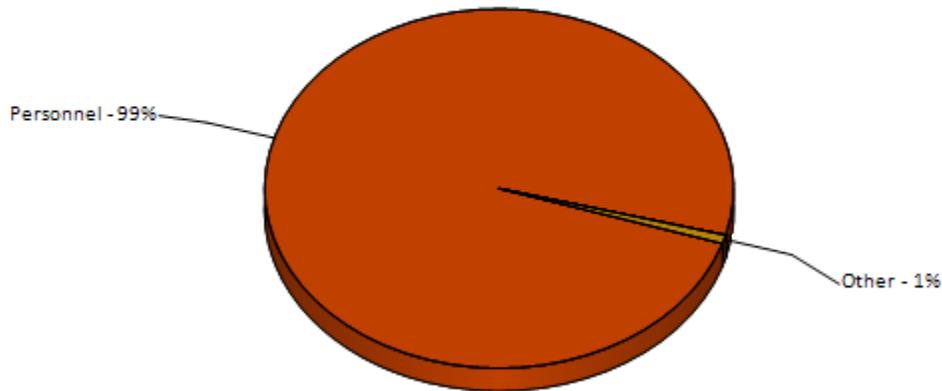
Ethics and Elections Commission

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$851,005	\$771,278	\$677,070	\$681,022
Total Operations	\$851,005	\$771,278	\$677,070	\$681,022
Total Appropriations	\$851,005	\$771,278	\$677,070	\$681,022
Full-time Equivalent Total*	6.20	6.20	5.20	5.20

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget is adjusted to reflect the ending of the three-year contract with the Seattle Public Schools to provide an ethics and whistleblower protection program to the District. Another technical change is to transfer the cost of the Voters' Pamphlet from Ethics to a Finance General reserve account. The only other changes to the Ethics and Elections Commission budget are minor technical changes.

Ethics and Elections Commission

Incremental Budget Changes

Ethics and Elections Commission

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 771,278	6.20	\$ 771,278	6.20
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 11,405	0.00	\$ 11,405	0.00
Proposed Technical Changes				
Reduce Budget to Reflect End of Seattle Public School Contract	-\$ 60,501	-1.00	-\$ 60,501	-1.00
Transfer Cost of Voters' Pamphlet to Finance General	-\$ 33,331	0.00	-\$ 33,331	0.00
Final Citywide Adjustments for Standard Cost Changes	-\$ 11,781	0.00	-\$ 7,829	0.00
Total Incremental Changes	-\$ 94,208	-1.00	-\$ 90,256	-1.00
2015 - 2016 Proposed Budget	\$ 677,070	5.20	\$ 681,022	5.20

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$11,405

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment also reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf.

Proposed Technical Changes

Reduce Budget to Reflect End of Seattle Public School Contract - (\$60,501)/(1.00) FTE

In 2011, the Commission entered into a three-year contract with the Seattle Public Schools to provide an independent and comprehensive ethics and whistleblower protection program. The contract ended June 30, 2014 and will not be renewed. This adjustment removes the contract amount and the associated position from the budget.

Ethics and Elections Commission

Transfer Cost of Voters' Pamphlet to Finance General - (\$33,331)

Currently the cost of the Voters' Pamphlet is budgeted in Ethics and Elections. This item moves the cost of the pamphlet to Finance General where other election costs are budgeted. This expense fluctuates based on the number of items on the ballot and what percentage the Seattle related items are of the total King County voters' pamphlet. Finance General accounts provide more flexibility to handle this varying expense.

Final Citywide Adjustments for Standard Cost Changes - (\$11,781)

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Ethics and Elections Budget Control Level	V1T00	851,005	771,278	677,070	681,022
Department Total		851,005	771,278	677,070	681,022
Department Full-time Equivalents Total*		6.20	6.20	5.20	5.20

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Ethics and Elections Budget Control Level

The purpose of the Ethics and Elections Budget Control Level is to: 1) audit, investigate, and conduct hearings regarding non-compliance with, or violations of, Commission-administered ordinances; 2) advise all City officials and employees of their obligations under Commission-administered ordinances; and 3) publish and broadly distribute information about the City's ethical standards, City election campaigns, campaign financial disclosure statements, and lobbyist disclosure statements.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Ethics and Elections	851,005	771,278	677,070	681,022
Total	851,005	771,278	677,070	681,022
Full-time Equivalents Total*	6.20	6.20	5.20	5.20

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Department of Finance & Administrative Services

Fred Podesta, Director

(206) 684-2489

<http://www.seattle.gov/fas>

Department Overview

The Department of Finance and Administrative Services (FAS), with close to 600 employees represented by 16 different unions, has the most diverse set of responsibilities of any City department. In addition to the services FAS provides directly to its external customers, the behind-the-scenes services FAS provides to its internal customers - all City departments - directly support the work they do on the public's behalf. FAS' work can be broken into four categories, though there is much overlap among them.

Customer Service

FAS is often the first stop for the public to interact with City government. This contact may come through the City's Customer Service Bureau, the downtown Customer Service Center or any of the six Neighborhood Service Centers located throughout the city. Over the phone, online and in person, customers can get information, request services, pay bills, resolve problems and voice opinions. FAS also monitors certain types of businesses to increase consumer safety and ensure proper charges for services. This includes setting rate caps for private property tows, as well as ensuring consumers are not overcharged due to an inaccurate device, such as a gas pump or a supermarket scanner or scale. FAS supports transparency in City work by providing Citywide coordination and guidance on public disclosure, helping customers to clarify requests so they receive the information they are seeking. Finally, through the Seattle Animal Shelter, FAS advocates for animal welfare, reunites lost animals with their owners and adopts homeless animals to suitable owners.

Regulation and Oversight

FAS ensures all businesses operating in Seattle are properly licensed and paying required business and occupation taxes. FAS issues regulatory licenses for certain businesses types - including taxis, transportation network company and for-hire vehicles, adult entertainment venues, door-to-door salespeople and trade shows - and enforces requirements related to those licenses. As the central coordinator for City contracting, FAS establishes policies and procedures to ensure fair competition for City-funded construction projects and oversees programs to ensure everyone in the community has equal access to jobs and opportunities involving those projects. FAS also enforces animal-related ordinances, including the investigation of animal cruelty, neglect and abuse.

Financial Services

The City Finance Director is located within FAS and oversees functions that ensure the City's financial health. These functions include managing City debt, purchasing insurance, overseeing City investments, and assisting with the development of economic and revenue forecast, all of which are essential to financial planning and budgeting. FAS also manages claims for damages against the City, balancing proper stewardship of taxpayer dollars when settling a claim with fairness to claimants. FAS oversees the City's accounting system, as well as payroll and treasury services, ensuring revenue is collected and vendors and staff are properly paid in a timely manner. Finally, FAS helps administer the City's three retirement systems: Employees' Retirement System, Firefighters'

Department of Finance & Administrative Services

Pension Fund and the Police Relief and Pension Fund.

Operational Services

FAS designs, builds and maintains City-owned buildings, including Seattle City Hall, the Seattle Municipal Tower, the Justice Center, the Joint Training Facility, 33 neighborhood fire stations and five police stations. When the City no longer has a purpose for property, FAS is responsible for either selling or otherwise disposing of it. FAS also maintains the City's vehicle fleet, which includes police patrol cars, fire engines and heavy equipment. Departments rely on FAS to build and maintain the technology that supports the City's financial management, payroll and personnel records management systems. FAS also negotiates purchasing contracts on behalf of all City departments and establishes purchasing guidelines for departments.

FAS' budget is split into the following nine functional areas:

- **Business Technology**, which builds and maintains computer applications supporting internal business functions, such as financial management, payroll and personnel records management.
- **Capital Development and Construction Management**, which manages the design and construction of City facilities, including upgrading, renovating, or replacing neighborhood fire stations, as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.
- **Purchasing and Contracting**, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure all City departments adhere to the City's policy goals related to social equity and environmental stewardship.
- **Facility Operations**, which manages more than 100 public buildings and facilities, covering 2.5 million square feet, including office space, parking garages, police and fire stations, community facilities and maintenance shops; procures leased space for City tenants when needed; plans and acquires new and expanded City facilities; and disposes of surplus City property.
- **Financial Services**, which receives City revenue and provides Citywide financial services, including debt management, treasury, Citywide accounting (includes producing the Comprehensive Annual Financial Report, City investments and payroll, including producing paychecks for more than 10,000 current and retired employees), business and licensing and tax administration, and risk management, which includes claims settlements.
- **Fleets Services**, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleet goals and practices.
- **Revenue and Consumer Protection** provides a variety of regulatory services, such as overseeing Seattle's taxicab, transportation network company and for-hire vehicle industry, and consumer protection services, such as the Weights and Measures Unit.
- **Seattle Animal Shelter**, which promotes public safety and animal welfare, enforces Seattle's laws regarding animals, runs animal sheltering and adoption programs, and manages a spay and neuter clinic, working with more than 4,000 animals a year, from dogs and cats to peacocks and goats.
- **Office of Constituent Services**, which provides customer service interface for the City's constituents through the Customer Service Bureau and at seven neighborhood service centers, answering more than 50,000 requests from constituents each year.

Department of Finance & Administrative Services

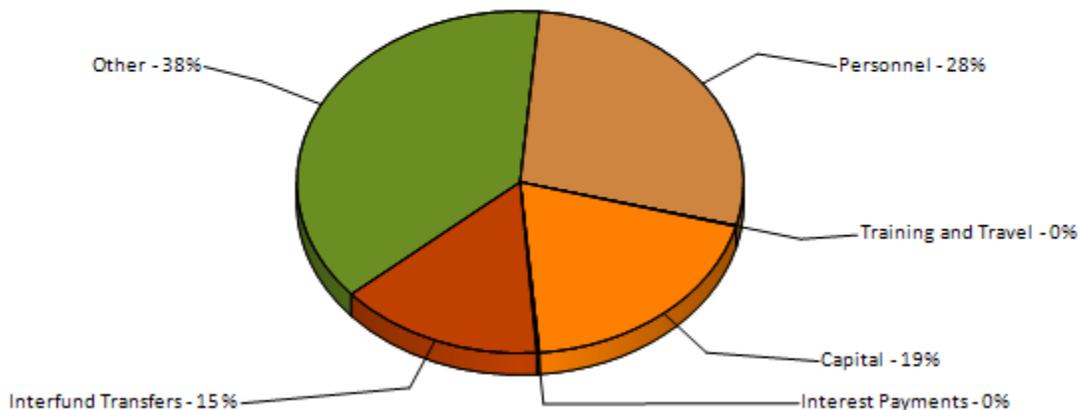
Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for some of its services, such as the Seattle Animal Shelter Spay and Neuter Clinic, animal licensing, the Weights and Measures program, and for-hire driver licenses. Finally, FAS receives General Fund support from the City to pay for several financial services, as well as administration of the City's taxes and business licensing services.

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$22,403,273	\$25,123,158	\$26,857,799	\$26,763,954
Other Funding - Operating	\$125,822,515	\$142,000,767	\$181,713,331	\$175,190,126
Total Operations	\$148,225,788	\$167,123,925	\$208,571,130	\$201,954,080
Other funding - Capital	\$28,323,633	\$47,787,781	\$26,332,495	\$45,104,188
Total Appropriations	\$176,549,421	\$214,911,706	\$234,903,625	\$247,058,268
Full-time Equivalent Total*	539.75	584.25	612.50	611.50

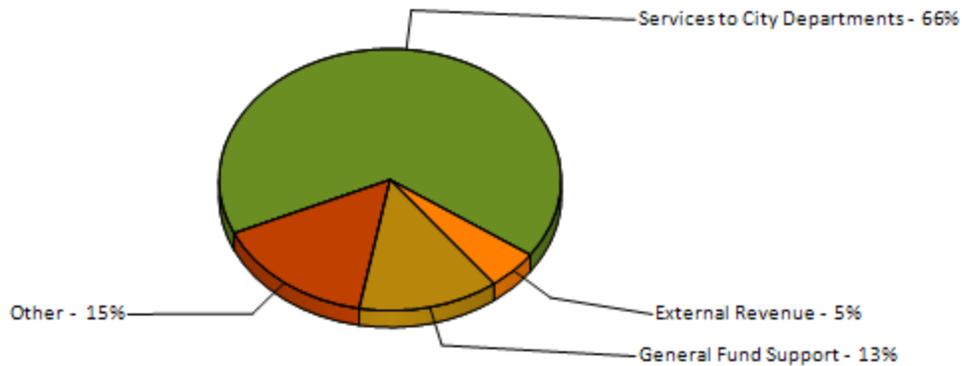
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

2015 Proposed Budget - Expenditure by Category



Department of Finance & Administrative Services

2015 Proposed Budget - Revenue by Category



Budget Overview

As an internal service department, the Department of Finance and Administrative Services (FAS) bills other City departments for the services provided. The General Fund transfers monies to FAS to support the general government activities, including constituent affairs, purchasing, contracting, financial services and the Seattle Animal Shelter. The 2015-2016 Proposed Budget includes operating increases to support three department priorities: regulatory reform, public safety facilities and customer service.

Creating Opportunities for Workers

Through its involvement in capital project and contract management, FAS plays a key role in protecting workers' rights and facilitating training for workers. In terms of promoting training and employment of workers in construction careers, FAS worked with a Construction Careers Advisory Committee (CCAC) to explore how to increase construction employment opportunities for individuals facing barriers to jobs in the construction industry. As the local construction work force is aging out, new workers must be trained to ensure a steady supply of construction employees for local projects. In 2014, the CCAC provided recommendations that are part of the 2015-2016 Proposed Budget for a construction jobs program. While the details of the program are still under development, funding is provided to support an effort to increase hiring of Seattle residents for major City capital projects.

Protecting Consumers

Through its Consumer Affairs Unit, FAS regulates the safety and service of the taxi and for-hire vehicle industries to promote public welfare. In 2014, a settlement agreement was reached by representatives from the taxicab, for-hire vehicle and Transportation Network Company (TNC) industries and legislation was passed with a new set of ride-sharing regulations. As part of the agreement an additional 200 taxi licenses will be issued over the next

Department of Finance & Administrative Services

four years and both taxicab and for-hire licenses will transition to a property right; the TNC owners and their drivers will be licensed and required to meet specific insurance requirements; there will be no cap on the number of TNC drivers; and an accessibility fund will be created through a 10 cents per ride surcharge to offset higher costs for riders who require accessibility services. FAS is adding additional staffing to enforce the new regulations to ensure compliance and provide support for the changes.

Supporting Central Waterfront Development

The Office of the Waterfront includes managing the Seawall and the Central Waterfront Improvement projects. These projects require support from FAS for managing relationships with program partners and developing mechanisms for financing project costs, including a potential Local Improvement District (LID). The majority of expenses to develop a LID will not occur until 2016, including the purchase of LID tracking software system.

Supporting Pike Place Market Waterfront Entrance Project

The City is appropriating \$40 million in Limited Term General Obligation (LTGO) bond proceeds to Pike Place Market Preservation and Development Authority (PPMPDA) to further its mission of continuing to provide opportunities for market farmers, merchants, and shoppers while also expanding residential opportunities for low-income people pursuant to Ordinance 103387 as amended. The project known as the "Waterfront Entrance" will provide new commercial and retail space with 40 new units of low-income housing for seniors and 300 public parking garage spaces. The City's contribution is \$34 million in the form of a grant and the remaining \$6 million is a loan to PPMPDA to be repaid fully by the PPMPDA. The City executed a Memorandum of Understanding in 2013 to memorialize the partnership and guide the negotiations of the Project Development Agreement, which will summarize the terms and conditions of the City's financial contribution to this project and conveyance of the property to PPMPDA.

Improving Customer Service

FAS staff interact with internal and external customers in different ways, including in-person, on the phone and online. In 2015, the in-person contact with customers will be improved through creating a staffed customer service kiosk in the City Hall lobby to assist visitors with information and questions. In addition, the customer service counter in the Seattle Municipal Tower will be made permanent with FAS, Seattle Public Utilities and Seattle City Light staff available to help customers.

To further improve customer service interactions, FAS will explore consolidating customer contact functions with a citywide 311 program. The benefits from this program are to make City services easy to find and accessible, track service requests and increase department accountability and performance. FAS will also continue to explore ways to improve the public disclosure processes for the City by implementing 2014 task force recommendations.

Increasing Information Technology Security

FAS recognizes that data security is a vital component of the operating the City's business. As a result of an increased number of credit card transactions processed, the City must comply with a higher level of security standards required by the Payment Card Industry Data Security Standards. This requires more complex reporting requirements than in prior years and an increase in information technology security software. In conjunction, FAS and the Department of Information Technology will implement increased security measures and ensure the compliance standards are met.

Maintaining City Assets

Investing in the City's existing facilities ensures these assets are maintained and provide value into the future. FAS recently completed a facilities conditions assessment of some of the City's buildings and more than \$20 million in repairs were identified. In 2015, FAS will use existing fund balance to start on these repairs to preserve these facilities. FAS' capital division will add staffing to support the increase in projects for asset preservation as well as

Department of Finance & Administrative Services

increases in other projects in the FAS portfolio such as the North Precinct Police Station, the Fire Levy Program, and Customer Requested Tenant Improvements. The FAS Facilities Operations Division will invest in safety and efficiency of maintenance operations that will allow more training and oversight of new facilities with complex operating systems.

Regulatory Compliance

As an internal service provider, FAS works behind the scenes to ensure that City services continue to operate smoothly. This includes complying with regulations with citywide implications. The state of Washington's Department of Labor and Industries recent ruling that blanket contracts no longer meet state law requires FAS to change their current contracting practices. In 2014, FAS began work to discontinue the blanket contract method and replace it with public work mechanisms that require prevailing wage requirements.

FAS currently works with departments to improve access to facilities for people with disabilities as required under Title II of the Americans with Disabilities Act (ADA) and in 2015, FAS will add a position to serve as the City's ADA Program Access Coordinator. This position will be the Citywide lead for policy setting, coordination and training regarding the City's obligation to provide equal access to programs, services and activities for people with disabilities.

Changes in Tax Filing and Audit Selection Processes

In 2013 FAS began a project to create a multi-city business and occupation (B&O) license and tax filing portal to allow businesses operating in multiple cities to register for a business license, file business taxes, and make tax payments at one online location. The tax filing website will simplify taxpayers' experiences when purchasing business licenses and paying B&O taxes. The City worked with four other Washington cities to create the FileLocal Agency, which will help manage the operations and oversight of the online portal. The 2015-2016 Proposed Budget reflects the City loaning staff to the agency, for which the City will be reimbursed, as well as paying the City's portion of the operating costs.

In 2015, FAS will replace an existing manual audit selection process with a software solution to automate taxpayer audit selection, audit case management and audit work papers functions. The solution should also make current tax audit selection and case management processes more consistent and efficient, resulting in an enhanced ability to identify audit candidates with a high likelihood of non-compliance. This will result in additional General Fund revenues that, over time, will pay for the cost of the software.

Providing Internal Service Support

FAS provides centralized services to most City departments for items such as vehicle fleet management, mail delivery, real estate transactions, Citywide accounting and consultant contracting. As City departments have been adding additional vehicles to their fleet as the economy has been improving, FAS requires additional staffing to continue to meet the vehicle maintenance necessary to keep the vehicles in working order. Additional staff is also necessary in the Facility Operations Division in order to avoid reductions in the mail delivery service and improve warehouse safety when picking up bulky surplus items. The Real Estate Division is adding staff to manage the sale of vacant properties that are no longer needed by the City and will bring in additional revenues to the City. FAS pays for privately-owned leased space used by a variety of City departments and is reimbursed by the department. In 2015, the amount of leased space has grown as the Law Department, Office of Police Accountability and the Seattle Department of Transportation are occupying new space.

FAS also provides the Citywide accounting functions necessary for City operations and to support the new voter-approved Metropolitan Parks District FAS will provide accounting support for the necessary reports and other requirements. The City Purchasing and Contracting Services Division is adding staff to provide support and guidance to departments as they prepare their own consulting contracts. This additional assistance will help ensure the departments are following the rules and mitigate potential issues in the future.

Department of Finance & Administrative Services

Consolidating Centralized City Functions

Many functions are decentralized throughout the City and in order to consolidate some of these functions FAS is transferring funding for human resources staffing to the Department of Human Resources and transferring the economic and revenue forecasting staff to the City Budget Office to better align work in these areas.

Incremental Budget Changes

Department of Finance & Administrative Services

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 167,123,933	584.25	\$ 167,123,933	584.25
Baseline Changes				
Increase in Fleet Costs	\$ 1,329,180	0.00	\$ 5,119,515	0.00
Increase in Debt Service Costs	\$ 1,999,017	0.00	\$ 3,279,240	0.00
Adjustment for Priority Hire Ongoing Costs	\$ 16,000	0.00	\$ 16,000	0.00
Citywide Adjustments for Standard Cost Changes	\$ 129,425	0.00	\$ 231,073	0.00
Budget Neutral Transfers	\$ 0	0.00	\$ 0	0.00
Adjustment for One-time Additions or Reductions	-\$ 2,529,200	4.00	-\$ 2,653,199	2.00
Proposed Changes				
Implement Construction Jobs Program	\$ 727,000	4.00	\$ 679,000	4.00
Support for Taxi and Transportation Network Company Program	\$ 789,000	8.00	\$ 553,000	6.00
Funding for Pike Place Market Waterfront Entrance	\$ 28,000,000	0.00	\$ 12,000,000	0.00
Support for the Central Waterfront Development	\$ 329,000	1.00	\$ 1,937,000	2.00
Improve Customer Service	\$ 248,000	0.25	\$ 267,000	2.25
Increase in Asset Preservation	\$ 2,562,000	2.00	\$ 3,554,000	2.00
Increase Information Security	\$ 260,000	0.00	\$ 260,000	0.00
Update Tax Audit Selection Process	\$ 1,358,000	0.00	\$ 135,000	0.00
Increase Staffing for Regulatory Compliance	\$ 387,000	3.00	\$ 375,000	3.00
Increase Real Estate Service Staffing	\$ 131,000	1.00	\$ 127,000	1.00
Increase Staffing for American with Disabilities Act Program	\$ 202,000	1.00	\$ 178,000	1.00
Increase Vehicle Maintenance Staffing	\$ 99,000	1.00	\$ 95,000	1.00
Capital Program Staffing	\$ 285,000	2.00	\$ 277,000	2.00
Decrease Human Resources Staffing	-\$ 60,000	0.00	-\$ 60,000	0.00
Improve Building Maintenance	\$ 0	1.00	\$ 0	1.00
Increase Facility Warehouse Staffing	\$ 0	1.00	\$ 0	1.00
Increase Staffing for Centralized Consultant Program	\$ 0	1.00	\$ 0	1.00

Department of Finance & Administrative Services

Support for the Metropolitan Park District	\$ 118,000	1.00	\$ 114,000	1.00
Support for FileLocal Agency	\$ 730,000	0.00	\$ 707,000	0.00
Increase in Leased Space	\$ 1,148,000	0.00	\$ 3,182,000	0.00
Transfer Forecasting Staff	-\$ 430,293	-3.00	-\$ 430,293	-3.00
Replace Servers for Human Resource Tool	\$ 1,100,000	0.00	\$ 0	0.00
 Proposed Technical Changes				
Technical Adjustments	\$ 540,348	0.00	\$ 903,662	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 1,979,720	0.00	\$ 3,984,149	0.00
 Total Incremental Changes	 \$ 41,447,197	 28.25	 \$ 34,830,147	 27.25
 2015 - 2016 Proposed Budget	 \$ 208,571,130	 612.50	 \$ 201,954,080	 611.50

Descriptions of Incremental Budget Changes

Baseline Changes

Increase in Fleet Costs - \$1,329,180

Based on the replacement cycle of the FAS fleet's existing vehicles this appropriation covers the planned purchases for 2015 and 2016 with previously collected revenues.

Increase in Debt Service Costs - \$1,999,017

This item increases budget appropriation to cover debt service costs associated with the bonds sold in 2014 for the Summit Re-implementation project.

Adjustment for Priority Hire Ongoing Costs - \$16,000

This item provides budget authority for ongoing costs associated with the Priority Hire program added in the 2014 budget which provides worker training and support to increase employment opportunities in construction work for individuals that historically face barriers to jobs in the construction industry.

Citywide Adjustments for Standard Cost Changes - \$129,425

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Budget Neutral Transfers

These budget neutral baseline transfers align the existing budget with the program where the expenditures are occurring.

Department of Finance & Administrative Services

Adjustment for One-time Additions or Reductions - (\$2,529,200)/4.00 FTE

This item includes budget additions or reductions in the 2015-16 Biennium for one-time salaries, equipment or expenses in the 2014 Adopted Budget. It also includes one-time budget reductions taken in 2014.

Proposed Changes

Implement Construction Jobs Program - \$727,000/4.00 FTE

This item provides funding for a construction jobs program as recommended by the Construction Careers Advisory Committee in 2014. The program was still under discussion as the budget was being developed and is subject to change. The 2015 operating costs are expected to be recovered from the City's Capital Improvement Program departments based on eligible projects.

Support for Taxi and Transportation Network Company Program - \$789,000/8.00 FTE

In 2014, a settlement agreement was reached by representatives from the taxicab, for-hire vehicle and Transportation Network Company (TNC) industries. FAS will add additional staff to enforce the new regulations and provide another street enforcement team for regulating vehicles, licensing TNC drivers, vehicle inspection and reporting. Two of the added positions will sunset at the end of 2015. These resources are funded from new revenues from TNC license fees, business license fees for TNC drivers and license fees for 200 new taxis. In addition, \$285,000 of fund balance will be used for one-time expenditures in 2015.

Funding for Pike Place Market Waterfront Entrance - \$28,000,000

This item appropriates \$40 million of LTGO bond proceeds to Pike Place Market Preservation and Development Authority (PPMPDA) to further its mission of continuing to provide opportunities for market farmers, merchants, and shoppers while also expanding residential opportunities for low-income people pursuant to Ordinance 103387 as amended. The City's contribution is \$34 million in the form of a grant and the remaining \$6 million is a loan to PPMPDA to be repaid fully by the PPMPDA. Funds will not be dispersed until the City and PPMPDA sign a Council-approved development agreement.

Support for the Central Waterfront Development - \$329,000/1.00 FTE

The Central Waterfront project requires additional support from FAS for managing relationships with program partners and developing mechanisms for financing project costs including a potential Local Improvement District (LID). The treasury division does not have capacity to complete this responsibility within existing resources. Most of the work will begin in 2016, including the potential purchase of a LID tracking software system. The Central Waterfront Improvement Fund will cover the costs for these items.

Improve Customer Service - \$248,000/.25 FTE

Many items are added to the FAS budget to improve the customer service experience. The following items will be added in 2015:

- a customer service kiosk will be added to the City Hall lobby to assist visitors looking for information or assistance;
- the Seattle Municipal Tower customer service counter that processes transactions and responds to information inquiries will be made permanent with FAS, Seattle Public Utilities and Seattle City Light staff available to help customers with payments, utility account questions, and other inquiries;
- a position added in 2014 to review public disclosure requests will become permanent and continue to work on the recommendations put forth by the task force to re-engineer the City's public disclosure

Department of Finance & Administrative Services

- process; and
- resources needed to update a 2007 analysis of a Citywide 311 program to consolidate customer service functions.

Increase in Asset Preservation - \$2,562,000/2.00 FTE

To address deficiencies identified in a recently completed facility assessment, FAS is using fund balance to begin the necessary repairs. The assessment identified \$20 million of deficiencies in 25 buildings, which represent approximately 65% of all the facilities FAS maintains and owns.

Increase Information Security - \$260,000

As a result of an increased number of credit card transactions processed, the City must comply with a higher level of security standards required by the Payment Card Industry Data Security Standards. This item provides resources to meet those new reporting requirements which the Department of Information Technology will also implement with increased security measures.

Update Tax Audit Selection Process - \$1,358,000

FAS is planning to replace a manual tax audit selection process with a software solution to automate taxpayer selection, case management and paperwork functions. The overall goal of implementing this software solution is to increase tax compliance without increasing staffing. This is accomplished by increasing the effectiveness and scope of the audit identification and selection processes, and increasing the effectiveness and efficiency of the audit process itself. The revenues generated by using the new system will cover the costs over a three-year period.

Increase Staffing for Regulatory Compliance - \$387,000/3.00 FTE

This item provides staffing for the City Purchasing and Contracting Services Division to comply with public works and prevailing wage requirements as directed by the Department of Labor and Industries. Many of the City's contracts used for routine work must be rebid using the public works mechanisms. Existing staff cannot take on this additional workload, so new staff must be added to meet the requirements.

Increase Real Estate Service Staffing - \$131,000/1.00 FTE

This item adds a position to the Real Estate Services unit to sell vacant properties the City considers surplus. There are approximately 20 properties that can be sold and with each property taking six to 12 months to sell, existing staff cannot take on this additional workload. The position will sunset after three years and the revenues from the property sales will pay for this position.

Increase Staffing for American with Disabilities Act Program - \$202,000/1.00 FTE

FAS is adding a position to serve as the Citywide lead for policy setting, coordination and training for the City's obligation under Title II of the American with Disabilities Act to provide equal access to programs, services and activities for people with disabilities. In 2015 the position will conduct an assessment and develop a work program for implementation in 2016. This includes funding for Customer Service Bureau and other City staff training as part of the program implementation.

Increase Vehicle Maintenance Staffing - \$99,000/1.00 FTE

The workload for the Fleets Management Division has increased as departments are adding more vehicles to their fleets as the economy continues to improve. This item adds an auto mechanic to support current fleet maintenance needs. Like the majority of work in this division, this cost will be paid through charges billed to City

Department of Finance & Administrative Services

departments receiving the fleet services.

Capital Program Staffing - \$285,000/2.00 FTE

The Capital Development and Construction Management Division does not have sufficient staff to keep up with the increase in capital projects, including the North Precinct Police Station, Fire Station 5 seismic upgrade and customer-requested tenant improvements. This funding adds staff to meet the increased Capital Improvement Program workload.

Decrease Human Resources Staffing - (\$60,000)

As part of the Mayor's direction to provide more coordinated and efficient internal services, the Human Resources Department has begun providing human resource support services for the departments FAS previously supported. This item transfers the funding for a part-time position that previously provided human resource services to other departments, which will now be provided by the Human Resources Department.

Improve Building Maintenance/1.00 FTE

This item adds a position to improve the safety and efficiency of maintenance operations in City-owned facilities. This work group is currently understaffed and new facilities have complicated operating systems that require more training and oversight. In addition, the position will provide analysis to emphasize sustainability and minimizing lifecycle cost in operations. Funding for the position will come from the existing budget and will not impact service levels in 2015-2016.

Increase Facility Warehouse Staffing/1.00 FTE

This item adds a position to address staffing needs in facility operations. The position will be shared between the warehouse and mail delivery teams to ensure full staffing during absences and service levels are met. Funding for the position will come from a reduction in consultant work and will not impact service levels in 2015-2016.

Increase Staffing for Centralized Consultant Program/1.00 FTE

FAS' City Purchasing and Contracting Services Division provides the policies and guidance for the City's consultant contracting process used by all departments. In order to ensure compliance with the necessary rules and processes, FAS is adding a position to support departments with consulting contracts. Funding for the position will come from existing budget resources and is not expected to impact service levels in 2015-2016.

Support for the Metropolitan Park District - \$118,000/1.00 FTE

FAS will add a position to administer the accounting component of the Metropolitan Parks District (MPD) approved by voters in 2014. The Citywide Accounting and Payroll Services Division does not have the capacity to absorb this additional workload without additional resources. This position will be funded by the MPD Fund.

Support for FileLocal Agency - \$730,000

The City of Seattle and three other cities are sharing the costs for FileLocal, a multicity tax portal agency that will operate a multijurisdictional tax-filing website. In 2014, Ordinance 124408 authorized the City's commitment (via an interlocal agreement) to FileLocal and associated funding. As part of the agreement, the City agreed to provide staffing for the agency with reimbursement from the FileLocal revenues. Staff was added in 2014 through the supplemental legislation process. This item also provides funding for the City's portion of these costs.

Department of Finance & Administrative Services

Increase in Leased Space - \$1,148,000

This item provides increased budget appropriation for FAS to pay for leased space used by a variety of City departments. In 2014, new leases were signed for the Law Department, the Office of Police Accountability and the Seattle Department of Transportation. Lease costs are paid directly by FAS and reimbursed by the department leasing the space.

Transfer Forecasting Staff - (\$430,293)/(3.00) FTE

This item transfers part of the economic and revenue forecasting staff from FAS to the City Budget Office to more closely align these functions with City budgeting activities.

Replace Servers for Human Resource Tool - \$1,100,000

This item funds new servers for the Human Resources Information System as the existing servers are at the end of their lifecycle and need to be replaced.

Proposed Technical Changes

Technical Adjustments - \$540,348

Changes reflected in this category include: adjustments within or between budget control levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, changes in debt service payments and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Final Citywide Adjustments for Standard Cost Changes - \$1,979,720

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Department of Finance & Administrative Services

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Bond Funds					
Pike Place Market Waterfront Entrance Project (36200-A8500) Budget Control Level	A8500	0	0	28,000,000	0
Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level	A8600	0	0	0	12,000,000
Central Waterfront Fund					
Central Waterfront Improvement Program Financial Support Budget Control Level	A8CWF	0	0	554,101	2,234,378
FAS Operating Fund					
Budget and Central Services Budget Control Level	A1000	4,556,722	4,618,608	4,828,621	4,862,893
Business Technology Budget Control Level	A4520	10,685,697	13,818,842	17,455,059	18,178,059
City Purchasing and Contracting Services Budget Control					
Contracting Services		3,679,606	2,979,576	4,130,718	4,107,377
Purchasing Services		0	1,689,009	1,711,944	1,721,342
Total	A4540	3,679,606	4,668,585	5,842,662	5,828,719
Facility Services Budget Control Level	A3000	64,309,678	66,849,050	69,317,124	73,303,115
Financial Services Budget Control					
Accounting		0	3,850,232	4,030,430	4,071,477
Business Licensing and Tax Administration		0	2,994,786	4,643,164	3,398,266
City Economics and Financial Management		13,352,772	1,837,948	1,431,014	1,440,780
Risk Management		0	1,338,723	1,358,307	1,371,128
Treasury		0	4,005,698	4,222,808	4,273,960
Total	A4510	13,352,772	14,027,387	15,685,723	14,555,611
Fleet Services Budget Control					
Vehicle Fueling		0	10,197,433	10,410,546	10,647,975
Vehicle Leasing		39,656,300	18,747,652	19,770,987	23,575,866
Vehicle Maintenance		0	19,600,754	20,239,666	20,535,269
Total	A2000	39,656,300	48,545,839	50,421,199	54,759,110
Judgment and Claims Budget Control Level	A4000	186,388	222,685	0	0

Department of Finance & Administrative Services

Office of Constituent Services Budget Control

Office of Constituent Services		2,544,845	3,225,566	3,296,690	3,200,313
Total	A6510	2,544,845	3,225,566	3,296,690	3,200,313

Revenue and Consumer Protection Budget Control Level	A4530	2,979,582	3,935,949	4,684,366	4,485,878
---	--------------	------------------	------------------	------------------	------------------

Seattle Animal Shelter Budget Control Level	A5510	3,237,401	3,775,410	3,829,472	3,869,333
--	--------------	------------------	------------------	------------------	------------------

Technical Services Budget Control

Capital Development and Construction Management		3,036,798	3,436,004	4,336,788	4,345,306
Total	A3100	3,036,798	3,436,004	4,336,788	4,345,306

FileLocal Fund

FileLocal Agency Budget Control Level	A9POR	0	0	319,325	331,365
--	--------------	----------	----------	----------------	----------------

Department Total		148,225,788	167,123,925	208,571,130	201,954,080
-------------------------	--	--------------------	--------------------	--------------------	--------------------

Department Full-time Equivalents Total*		539.75	584.25	612.50	611.50
--	--	---------------	---------------	---------------	---------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Revenue Overview

2015 Estimated Revenues

Summit Code	Source	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
444590	Central Waterfront Revenues	0	0	554,101	2,234,378
444590	FileLocal Reimbursement Revenues	0	0	319,325	331,365
444590	2015-2016 Bond Funds	0	0	28,000,000	12,000,000
	Total Other	0	0	28,873,426	14,565,743
421600	Professional and Occupational Licenses	452,730	436,900	436,000	436,000
421601	Licenses - Taxi/For Hire	531,430	558,300	1,171,800	1,201,300
421605	Licenses - Fore Hire Drivers	173,650	137,250	137,250	137,250
421700	Licenses - Tow Operators/Companies	21,000	15,000	13,000	13,000
421750	Panorama Licenses	1,360	0	4,300	4,300
421790	Other Amusement Licenses	70,650	80,900	80,900	80,900
421800	Penalties-Business Licenses	107,287	98,800	98,800	98,800
422310	Cat Licenses	378,260	382,900	385,000	392,700
422320	Dog Licenses	909,794	984,600	975,000	992,700
422800	Penalties on Non-Business Licenses	45	0	0	0

Department of Finance & Administrative Services

422802	License Late Fees - Taxi/For Hire	1,440	0	0	0
422803	Fires - Taxi/For Hire	21,228	27,885	27,885	27,885
422820	Tow Company License Late Fees	69	0	0	0
433010	Federal Grants	12,506	0	0	0
441630	Photocopy Services	140	0	0	0
441710	Sales of Merchandise	138,570	90,000	90,000	90,000
441930	Cable/Private Reimbursements	103,215	108,076	120,000	120,000
441970	Scanning Systems License	159,233	133,614	146,425	146,425
441980	State Wts & Meas Dev Reg Fees	99,955	98,225	99,955	99,955
441990	Other General Govt Svc Fees	450	0	0	0
442490	Protective Inspection Fees	0	36,000	0	0
442491	Fees - Taxi/For Hire	49,320	61,770	59,295	59,295
442492	Fees - Limo Inspections	44,075	30,000	37,000	37,000
442493	Fees - Limo Payment From State	130,000	130,000	130,000	130,000
442494	Tow Company Impound Fees	21,675	60,000	60,000	60,000
443931	Animal Control Admin Fees	27,158	32,500	32,000	32,640
443932	Animal Adoption Fees	23,248	0	10,000	10,200
443934	Kennel Fees	12,838	0	8,000	8,160
443936	Spay and Neuter Fees	157,894	207,500	200,000	204,000
443937	Surrender Fees	5,480	0	5,000	5,100
443939	Misc Other Animal Control Fees	85,952	83,000	80,000	81,600
443979	Sundry Recoveries	437	0	0	0
444500	Fuel Sales	15,159	0	0	0
444590	Miscellaneous - Other Revenue	270,425	455,000	440,000	440,000
447800	Training Charges	45,245	25,000	129,375	129,375
457330	City Litigation Recoveries	10,327	0	0	0
459900	Miscellaneous Fine & Penalties	20	0	0	0
459930	NSF Check Fees	560	0	0	0
461110	Interest Earnings - Residual Cash	313,047	183,500	73,500	73,500
461320	Unrealized Gains/Losses-Inv GASB31	-408,649	0	0	0
461905	Interest Earned on Delinquent Accounts	887	0	0	0
462300	Parking Fees	2,025,259	1,803,000	2,025,259	2,025,259
462500	Bldg/Other Space Rental Charge	2,358,892	2,361,716	2,211,716	2,211,716
462900	Other Rents & use Charges	12,455	11,000	11,000	11,000
469100	Sales of Junk or Salvage	17,784	0	0	0
469400	Other Judgments & Settlements	7,694	0	0	0
469810	Cashier's Overages & Shortages	-1,717	0	0	0
469970	Telephone Commission Revenues	134	0	0	0
469990	Other Miscellaneous Revenues	922,957	1,017,730	614,183	612,933
485110	Sales of Land & Buildings	5,000	0	0	0
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	904,610	0	0	0

Department of Finance & Administrative Services

	Total External Revenue	10,241,178	9,650,166	9,912,643	9,972,993
587001	Accounting Director's Office	267,993	273,058	304,772	312,723
587001	Business Licensing	1,100,440	1,157,968	1,249,017	1,283,107
587001	Central Accounting	953,352	997,873	1,065,204	1,090,543
587001	City Purchasing	575,984	567,500	646,250	665,296
587001	Claims Processing	186,560	181,100	183,806	188,580
587001	Concert Hall	350,669	361,189	363,258	370,523
587001	Consumer Protection	465,000	600,810	717,193	737,656
587001	Contracting Services	172,300	126,300	166,706	171,472
587001	Customer Service Bureau	250,191	408,381	460,434	421,512
587001	Debt Management	118,089	121,794	122,582	125,509
587001	Department Director	300,000	0	202,247	207,285
587001	Department Summit Re-Implementation	0	0	0	0
587001	Distribution Services	371,271	386,991	388,068	402,416
587001	Economics and Forecasting	469,481	491,245	201,237	210,472
587001	Facilities Management	102,448	757,939	0	0
587001	FAS Accounting	0	0	71,142	72,870
587001	FAS Applications	1,072,602	1,317,781	1,663,845	1,856,459
587001	Fiscal Policy and Management	901,343	945,886	933,703	956,657
587001	Garden of Remembrance	168,322	173,371	174,349	177,836
587001	HRIS	1,013,838	1,044,187	1,188,745	1,203,971
587001	Investments	169,129	119,556	169,177	173,418
587001	Judgment/Claims Alloc - 50330	35,308	71,605	0	0
587001	Labor Standards Committee	0	0	0	0
587001	Minimum Wage Enforcement	0	0	0	0
587001	N'hood Payment & Information Svcs	9,646	206,932	199,505	206,350
587001	Office of Constituent Services	138,727	336,714	156,604	163,224
587001	Parking Meter Collections	544,691	570,146	553,620	569,185
587001	Payroll	918,317	925,254	967,303	992,866
587001	Property Management Services	2,374,595	2,492,179	1,815,245	1,841,204
587001	Regulatory Enforcement	1,582,929	1,818,724	1,784,114	1,847,918
587001	Remittance Processing	202,300	190,964	186,916	191,954
587001	Risk Management	228,771	249,766	253,652	259,992
587001	Seattle Animal Shelter	1,895,975	2,383,247	2,422,051	2,498,437
587001	Shared Accounting Services	0	0	112,932	115,940
587001	Spay and Neuter Clinic	149,320	173,765	89,846	99,973
587001	SUMMIT	2,026,153	2,538,949	3,232,128	3,757,742
587001	Tax Administration	2,335,410	2,280,197	3,866,145	2,625,150
587001	Treasury Operations	935,217	835,455	939,608	959,241
587001	Warehousing Services	16,902	16,332	6,396	6,472
	Total General Fund Support	22,403,273	25,123,158	26,857,800	26,763,953
541490	Accounting Director's Office	187,619	252,154	269,836	276,876
541490	Central Accounting	880,368	921,483	943,099	965,534

Department of Finance & Administrative Services

541490	City Purchasing	1,192,463	1,174,904	1,258,709	1,295,805
541490	Claims Processing	435,099	465,721	472,576	485,000
541490	Contracting Services	2,221,199	3,027,912	3,329,708	4,747,932
541490	Customer Service Bureau	449,446	733,627	838,746	767,845
541490	Debt Management	212,600	219,271	220,648	225,916
541490	Department Summit Re-Implementation	0	0	0	0
541490	Facilities Management	197,552	1,227,261	0	0
541490	Investments	270,397	191,136	297,740	305,205
541490	N'hood Payment & Information Svcs	1,640,394	1,517,504	1,474,720	1,525,311
541490	Office of Constituent Services	249,212	259,269	285,277	297,338
541490	Payroll	848,017	854,422	856,421	879,052
541490	Property Management Services	354,433	260,000	260,000	260,000
541490	Remittance Processing	799,178	754,403	780,934	801,984
541490	Risk Management	638,298	647,541	658,731	675,497
541490	Treasury Operations	1,619,039	1,486,306	1,875,275	1,916,561
541830	FAS Applications	631,938	736,212	995,828	1,156,184
541830	HRIS	951,726	980,219	1,131,181	1,145,671
541830	SUMMIT	3,566,319	4,468,911	5,496,511	6,390,362
541921	Property Management Services	1,950	0	0	0
541930	Facilities Maintenance	72,486	75,000	75,000	75,000
542830	Distribution Services	219,546	176,490	291,760	291,760
542831	Distribution Services	269,050	280,442	250,789	260,062
543210	Capital Development and Construction Management	2,957,175	4,311,704	4,311,704	4,311,704
543936	Spay and Neuter Clinic	111,675	0	100,000	100,000
544300	Vehicle Maintenance	10,173,131	10,590,860	10,595,988	10,834,773
544500	Vehicle Fuel	8,588,656	10,284,838	10,860,977	11,078,197
544590	Department Director	0	0	0	0
544590	Vehicle Leasing	368	0	0	0
548921	Warehousing Services	1,281,238	1,238,108	1,353,036	1,368,996
548922	Property Management Services	362,317	390,551	402,698	413,304
562150	Motor Pool	853,716	839,161	821,008	821,008
562250	Fleet Administration	800	0	0	0
562250	Vehicle Leasing	24,689,578	25,930,322	27,062,206	27,830,814
562300	Parking Services	621,020	701,000	621,020	621,020
562500	N'hood Payment & Information Svcs	12,055	0	11,306	11,552
562500	Property Management Services	4,507,641	5,798,820	7,005,874	9,291,602
562500	Seattle Municipal Tower	9,197	0	0	0
562510	Property Management Services	46,727,548	47,332,053	47,948,508	48,714,383
569990	Capital Development and Construction Management	19,355	0	0	0
569990	Central Accounting	56,980	59,035	223,492	229,778
569990	Economics and Forecasting	149,140	152,763	0	0

Department of Finance & Administrative Services

569990	FAS Accounting	52,350	53,336	26,974	27,641
569990	FAS Technology	0	0	0	0
569990	Fiscal Policy and Management	136,361	141,180	161,043	165,497
569990	Property Management Services	137,244	139,000	154,045	158,345
569990	Seattle Animal Shelter	0	98,222	116,305	213,773
569990	Seattle Municipal Tower	561,484	380,000	380,000	380,000
569990	Shared Accounting Services	505	522	882	907
569990	Treasury Operations	149,966	244,000	0	0
569990	Vehicle Leasing	516,669	0	0	0
	Total Services to City Departments	120,584,496	129,395,663	134,220,555	141,318,189
	Total Revenues	153,228,947	164,168,987	199,864,424	192,620,878
379100	Use of Fund Balance	-5,003,159	2,954,938	8,706,706	9,333,202
	Total Fund Balance	-5,003,159	2,954,938	8,706,706	9,333,202
	Total Resources	148,225,788	167,123,925	208,571,130	201,954,080

Department of Finance & Administrative Services

Appropriations By Budget Control Level (BCL) and Program

Pike Place Market Waterfront Entrance Project (36200-A8500) Budget Control Level

The purpose of the Pike Place Market Waterfront Entrance Project Budget Control Level (BCL) is to manage disbursement of resources to the Pike Place Market Preservation and Development Authority (PDA) for costs associated with the PC1-North Parking Garage design and planning. This BCL is funded by a 2015 Limited Term General Obligation bond issuance (Fund 36200).

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Pike Place Market Waterfront Entrance Project (36200-A8500)	0	0	28,000,000	0
Total	0	0	28,000,000	0

Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level

The purpose of the Pike Place Market Waterfront Entrance Project Budget Control Level (BCL) is to manage disbursement of resources to the Pike Place Market Preservation and Development Authority (PDA) for costs associated with the PC1-North Parking Garage design and planning. This BCL is funded by a 2016 Limited Term General Obligation bond issuance (Fund 36300).

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Pike Place Market Waterfront Entrance Project (36300-8600)	0	0	0	12,000,000
Total	0	0	0	12,000,000

Central Waterfront Improvement Program Financial Support Budget Control Level

The purpose of the Central Waterfront Improvement Program Financial Support Budget Control Level (BCL) is to provide resources to the City's Finance Division for the development of funding mechanisms for the Central Waterfront Improvement Program. This BCL is funded by the Central Waterfront Improvement Fund (Fund 35900).

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
FAS CWF Finance	0	0	554,101	2,234,378
Total	0	0	554,101	2,234,378
Full-time Equivalents Total*	0.00	0.00	3.00	4.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Department of Finance & Administrative Services

Budget and Central Services Budget Control Level

The purpose of the Budget and Central Services Budget Control Level is to provide executive leadership and a range of planning and support functions, including policy and strategic analysis, budget development and monitoring, financial analysis and reporting, accounting services, information technology services, human resource services, office administration, and central departmental services such as contract review and legislative coordination. These functions promote solid business systems, optimal resource allocation, and compliance with Citywide financial, technology, and personnel policies.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Budget and Central Services	4,556,722	4,618,608	4,828,621	4,862,893
Total	4,556,722	4,618,608	4,828,621	4,862,893
Full-time Equivalents Total*	37.00	38.00	38.00	38.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Business Technology Budget Control Level

The purpose of the Business Technology Budget Control Level is to plan, strategize, develop, implement, and maintain business technologies to support the City's business activities.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Business Technology	10,685,697	13,818,842	17,455,059	18,178,059
Total	10,685,697	13,818,842	17,455,059	18,178,059
Full-time Equivalents Total*	43.00	46.50	46.50	46.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

City Purchasing and Contracting Services Budget Control Level

The purpose of the City Purchasing and Contracting Services Budget Control Level is to conduct and administer all bids and contracts for Public Works and purchases (products, supplies, equipment, and services) on behalf of City departments.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Contracting Services	3,679,606	2,979,576	4,130,718	4,107,377
Purchasing Services	0	1,689,009	1,711,944	1,721,342
Total	3,679,606	4,668,585	5,842,662	5,828,719
Full-time Equivalents Total*	31.00	33.00	43.00	43.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Department of Finance & Administrative Services

The following information summarizes the programs in City Purchasing and Contracting Services Budget Control Level:

Contracting Services Program

The purpose of the Contracting Services Program is to administer the bid, award, execution, and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting. The Program is also responsible for social equity monitoring and contract compliance on City contracts, particularly focused on construction and procurement.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Contracting Services	3,679,606	2,979,576	4,130,718	4,107,377
Full-time Equivalents Total	17.00	19.00	28.00	28.00

Purchasing Services Program

The purpose of the Purchasing Services Program is to provide central oversight for the purchase of goods, products, materials, and routine services obtained by City departments. All purchases for any department that total more than \$47,000 per year are centrally managed by Purchasing Services. City Purchasing conducts the bid and acquisition process, executes and manages the contracts, and establishes centralized volume-discount blanket contracts for City department use. This program also develops and manages City guidelines and policies for purchases.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Purchasing Services	0	1,689,009	1,711,944	1,721,342
Full-time Equivalents Total	14.00	14.00	15.00	15.00

Facility Services Budget Control Level

The purpose of the Facility Services Budget Control Level is to manage most of the City's general government facilities, including the downtown civic campus, police precincts, fire stations, shops and yards, and several parking facilities. Functions include property management, environmental analysis, implementation of environmentally sustainable facility investments, facility maintenance and repair, janitorial services, security services, and event scheduling. The Facility Operations team is also responsible for warehouse, real estate, and mail services throughout the City. These functions promote well-managed, clean, safe, and highly efficient buildings and grounds that house City employees and serve the public.

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Facility Services	64,309,678	66,849,050	69,317,124	73,303,115
Total	64,309,678	66,849,050	69,317,124	73,303,115
Full-time Equivalents Total*	88.50	88.50	92.50	92.50

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

Department of Finance & Administrative Services

Financial Services Budget Control Level

The purpose of the Financial Services Budget Control Level (BCL) is to oversee and provide technical support to the financial affairs of the City. This BCL performs a wide range of technical and operating functions, such as economic and fiscal forecasting, debt issuance and management, Citywide payroll processing, investments, risk management tax administration, and revenue and payment processing services. In addition, this BCL develops and implements a variety of City financial policies related to the City's revenues, accounting procedures, and risk mitigation. Finally, the BCL provides oversight and guidance to financial reporting, City retirement programs, and public corporations established by the City.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Accounting	0	3,850,232	4,030,430	4,071,477
Business Licensing and Tax Administration	0	2,994,786	4,643,164	3,398,266
City Economics and Financial Management	13,352,772	1,837,948	1,431,014	1,440,780
Risk Management	0	1,338,723	1,358,307	1,371,128
Treasury	0	4,005,698	4,222,808	4,273,960
Total	13,352,772	14,027,387	15,685,723	14,555,611
Full-time Equivalents Total*	102.50	127.50	124.50	124.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Financial Services Budget Control Level:

Accounting Program

The purpose of the Accounting Program is to establish and enforce Citywide accounting policies and procedures, perform certain financial transactions, process the City's payroll, and provide financial reporting, including preparation of the City's Comprehensive Annual Financial Report.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Accounting	0	3,850,232	4,030,430	4,071,477
Full-time Equivalents Total	27.50	51.50	52.50	52.50

Business Licensing and Tax Administration Program

The purpose of the Business Licensing and Tax Administration Program is to license businesses, collect business-related taxes, and administer the Business and Occupation (B&O) Tax, utility taxes, and other taxes levied by the City.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Business Licensing and Tax Administration	0	2,994,786	4,643,164	3,398,266
Full-time Equivalents Total	25.00	25.00	25.00	25.00

City Economics and Financial Management Program

Department of Finance & Administrative Services

The purpose of the City Economics and Financial Management Program is to ensure that the City's financial affairs are consistent with State and Federal laws and policies, City Code, and the City's Adopted Budget. This includes establishing policy for and overseeing City accounting, treasury, risk management, and tax administration functions on behalf of the Director of Finance and Administrative Services. In addition, the Program provides financial oversight of City retirement programs and public corporations established by the City. The Program provides economic and revenue forecasts to City policy makers and administers the City's debt portfolio. Program staff members provide expert financial analysis to elected officials and the City Budget Office to help inform and shape the City's budget.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
City Economics and Financial Management	13,352,772	1,837,948	1,431,014	1,440,780
Full-time Equivalents Total	11.00	11.00	8.00	8.00

Risk Management Program

The purpose of the Risk Management Program is to advise City departments on ways to avoid or reduce losses, provide expert advice on appropriate insurance and indemnification language in contracts, investigate and adjust claims against the City, and to administer all of the City's liability, property insurance policies, and its self-insurance program.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Risk Management	0	1,338,723	1,358,307	1,371,128
Full-time Equivalents Total	9.00	9.00	9.00	9.00

Treasury Program

The purpose of the Treasury Program is to collect and record monies owed to the City and pay the City's expenses. This program also invests temporarily idle City money, administers the Business Improvement Area and Local Improvement District program, and collects and processes parking meter revenues.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Treasury	0	4,005,698	4,222,808	4,273,960
Full-time Equivalents Total	30.00	31.00	30.00	30.00

Department of Finance & Administrative Services

Fleet Services Budget Control Level

The purpose of the Fleet Services Budget Control Level is to provide fleet vehicles to City departments; assess and implement environmental initiatives related to both the composition of the City's fleet and the fuels that power it; actively manage and maintain the fleet; procure and distribute fuel; and operate a centralized motor pool. The goal of these functions is to create and support an environmentally responsible and cost-effective Citywide fleet that helps all City departments carry out their work as efficiently as possible.

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Vehicle Fueling	0	10,197,433	10,410,546	10,647,975
Vehicle Leasing	39,656,300	18,747,652	19,770,987	23,575,866
Vehicle Maintenance	0	19,600,754	20,239,666	20,535,269
Total	39,656,300	48,545,839	50,421,199	54,759,110
Full-time Equivalents Total*	127.00	128.00	129.00	129.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Fleet Services Budget Control Level:

Vehicle Fueling Program

The purpose of the Vehicle Fueling Program is to procure, store, distribute, and manage various types of fuels, including alternative fuels, for City departments.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Vehicle Fueling	0	10,197,433	10,410,546	10,647,975
Full-time Equivalents Total	1.00	1.00	1.00	1.00

Vehicle Leasing Program

The purpose of the Vehicle Leasing Program is to specify, engineer, purchase, and dispose of vehicles and equipment on behalf of other City departments and local agencies. This program administers the lease program by which these FAS-procured vehicles are provided to City departments. The program also provides motor pool services, and houses fleet administration and environmental stewardship functions.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Vehicle Leasing	39,656,300	18,747,652	19,770,987	23,575,866
Full-time Equivalents Total	11.00	12.00	12.00	12.00

Vehicle Maintenance Program

The purpose of the Vehicle Maintenance Program is to provide vehicle and equipment outfitting, preventive maintenance, repairs, parts delivery, and related services in a safe, rapid, and prioritized manner.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Vehicle Maintenance	0	19,600,754	20,239,666	20,535,269
Full-time Equivalents Total	115.00	115.00	116.00	116.00

Department of Finance & Administrative Services

Judgment and Claims Budget Control Level

The purpose of the Judgment and Claims Budget Control Level is to pay for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City. Premiums are based on average percentage of Judgment/Claims expenses incurred by the Department over the previous five years.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Judgment and Claims	186,388	222,685	0	0
Total	186,388	222,685	0	0

Office of Constituent Services Budget Control Level

The purpose of the Office of Constituent Services Budget Control Level (BCL) is to lead City departments to improve on consistently providing services that are easily accessible, responsive, and fair. This includes assistance with a broad range of City services, such as transactions, information requests, and complaint investigations. This BCL includes the City's Customer Service Bureau, the Neighborhood Payment and Information Service Centers, Citywide public disclosure responsibilities, and service-delivery analysts.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Office of Constituent Services	2,544,845	3,225,566	3,296,690	3,200,313
Total	2,544,845	3,225,566	3,296,690	3,200,313
Full-time Equivalents Total*	26.75	29.25	28.50	28.50

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

The following information summarizes the programs in Office of Constituent Services Budget Control Level:

Office of Constituent Services Program

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Office of Constituent Services	2,544,845	3,225,566	3,296,690	3,200,313
Full-time Equivalents Total	26.75	29.25	28.50	28.50

Department of Finance & Administrative Services

Revenue and Consumer Protection Budget Control Level

The purpose of the Consumer Protection Budget Control Level is to support City services and regulations that attempt to provide Seattle consumers with a fair and well-regulated marketplace. This program includes taxicab inspections and licensing, the weights and measures inspection program, vehicle impound, and consumer complaint investigation.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Revenue and Consumer Protection	2,979,582	3,935,949	4,684,366	4,485,878
Total	2,979,582	3,935,949	4,684,366	4,485,878
Full-time Equivalents Total*	30.00	33.50	42.50	40.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Seattle Animal Shelter Budget Control Level

The purpose of the Seattle Animal Shelter Budget Control Level is to provide animal care, enforcement, and spay and neuter services in Seattle to control pet overpopulation and foster public safety. The Shelter also provides volunteer and foster care programs which enables the citizens of Seattle to donate both time and resources and engage in activities which promote animal welfare in Seattle.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Seattle Animal Shelter	3,237,401	3,775,410	3,829,472	3,869,333
Total	3,237,401	3,775,410	3,829,472	3,869,333
Full-time Equivalents Total*	33.00	38.00	38.00	38.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Technical Services Budget Control Level

The purpose of the Technical Services Budget Control Level is to plan and administer FAS' Capital Improvement Program.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Capital Development and Construction Management	3,036,798	3,436,004	4,336,788	4,345,306
Total	3,036,798	3,436,004	4,336,788	4,345,306
Full-time Equivalents Total*	21.00	22.00	27.00	27.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Department of Finance & Administrative Services

The following information summarizes the programs in Technical Services Budget Control Level:

Capital Development and Construction Management Program

The purpose of the Capital Development and Construction Management Program is to provide for the design, construction, commission, and initial departmental occupancy of many City facilities. Functions include environmental design, space planning, and project planning and management in support of the FAS Capital Improvement Program. This program also includes the Fire Facilities and Emergency Response Levy, asset preservation and renovation projects, and other major development projects.

Expenditures/FTE	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Capital Development and Construction Management	3,036,798	3,436,004	4,336,788	4,345,306
Full-time Equivalents Total	21.00	22.00	27.00	27.00

FileLocal Agency Budget Control Level

The purpose of the FileLocal Agency Budget Control Level is to execute the City's response to the Washington Multi-City Business License and Tax Portal Agency Interlocal Agreement. The City of Seattle will be reimbursed by the Agency for all costs.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
FAS FileLocal Agency	0	0	319,325	331,365
Total	0	0	319,325	331,365

Department of Finance & Administrative Services

Finance and Administrative Services Fund Table

FileLocal Agency Fund

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	0	0	319,325	331,365
Less: Actual and Budgeted Expenditures	0	0	0	319,325	331,365
Ending Fund Balance	0	0	0	0	0
Ending Unreserved Fund Balance	0	0	0	0	0

Finance and Administrative Services Fund (50300)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	98,084,802	26,542,684	40,917,708	31,431,324	22,724,618
Accounting and Technical Adjustments-Add Back Non-cash Items	(62,170,252)				
Plus: Actual and Estimated Revenue	153,228,946	164,168,987	163,998,041	170,990,998	178,055,135
Plus: Inter-fund Transfer	2,169,850	5,859,000	5,859,000	3,500,000	3,500,000
Less: Actual and Budgeted Expenditures	148,225,788	167,123,925	167,375,425	179,697,704	187,388,337
Less: Capital Improvements	2,169,850	11,968,000	11,968,000	3,500,000	3,500,000
Ending Fund Balance	40,917,708	17,478,746	31,431,324	22,724,618	13,391,416
Continuing Appropriations	8,294,000				
Working Capital - Fleets	17,297,000	17,403,802	13,697,205	13,988,419	8,713,856
Planning Reserve				1,432,678	4,674,468
Total Reserves	25,591,000	17,403,802	13,697,205	15,421,097	13,388,324
Ending Unreserved Fund Balance	15,326,708	74,944	17,734,119	7,303,521	3,092

Department of Finance & Administrative Services

Capital Improvement Program Highlights

The Finance & Administrative Services Department (FAS) is responsible for building, operating and maintaining general government facilities and Citywide information systems. FAS' general government facility portfolio includes:

- thirty-three fire stations and waterfront marine operations;
- five police precinct buildings;
- the police mounted patrol facility;
- the Harbor Patrol facility;
- the Seattle Emergency Operations and Fire Alarm Centers;
- the City's vehicle maintenance shops and other support facilities; and
- the City's downtown office building portfolio.

FAS also maintains core building systems for some of the community-based facilities owned by the City, such as senior centers and community service centers. In addition to these facility assets, FAS also maintains specific citywide information technology systems, including the City's financial management system (Summit) and payroll/human resources information system (HRIS).

The Department's 2015-2020 Proposed Capital Improvement Program (CIP) is FAS' plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings and technology systems. The Department's CIP is financed by a variety of revenue sources, including the City's General Fund, the Cumulative Reserve Subfund (this fund includes unrestricted funds, REET I, and FAS Asset Preservation subaccounts), voter approved levy proceeds, general obligation bonds, proceeds from property sales and grants.

2015 Project Highlights

Americans with Disabilities Act (ADA) - Citywide & FAS

In 2015, FAS will continue to manage the City's efforts to improve accessibility to City facilities, consistent with the Americans with Disabilities Act (ADA). In this role, FAS conducted a Citywide prioritization process to allocate \$2.7 million for specific ADA improvements among five affected capital departments: Department of Parks and Recreation (Parks), Seattle Center, Seattle Public Library and Seattle Department of Transportation and FAS. Based on this process, in 2015 FAS will make ADA improvements at several facilities.

Asset Preservation Program

FAS' Asset Preservation program will receive a funding increase in 2015 and will continue to preserve and extend the operational capacity and useful lives of existing facilities using facility space rent charges paid by City departments. FAS' proposal includes a \$2 million appropriation increase in 2015, a \$1 million increase in 2016 and a \$500,000 increase in 2017. FAS fund balance will support the 2015-2017 additional expenditures. Some projects planned for 2015-2016 include:

- Seattle Municipal Tower (SMT) weatherization program, and exterior repairs;
- SMT elevator controls study;
- SMT 14 demolition and structural repairs;
- Roof replacements at Airport Way Center (AWC) maintenance complex;
- Seattle Justice Center (SJC) shear wall and elevator pit repair;
- SJC foundation and exterior repairs;
- Haller Lake Vehicle Maintenance Building A plumbing and HVAC repairs;
- West Precinct Police Station HVAC repairs;
- Generator upgrades at multiple shops and yards maintenance facilities; and

Department of Finance & Administrative Services

- Building performance systems verifications (electrical and mechanical) and modifications in fire and police facilities.

Customer Requested Tenant Improvements

This ongoing program provides a process for FAS to manage and execute all public works tenant improvement projects and space planning in FAS-owned facilities and leased facilities. FAS is also hired by other City departments to manage their facilities' capital improvement projects in non-FAS buildings. In 2015-2016, projects include tenant improvements in the Seattle Municipal Tower, Seattle Justice Center and Seattle City Hall. Appropriations for FAS' CRTI program serve as a pass-through to the requesting departments that are responsible for all project costs with funding coming from their capital or operating funds.

Energy Efficiency for Municipal Buildings

In an effort to reduce energy use in city owned buildings, this project funds work by the Office of Sustainability and Environment (OSE) to reduce energy use in City facilities in support of the City's goal to achieve a 20% reduction in building energy use by 2020. This work is part of a Citywide Resource Conservation Initiative coordinated by OSE to improve the energy efficiency of City facilities.

Fire Facilities and Emergency Response Levy Program

The 2003 Fire Facilities and Emergency Response Levy Program (FFERP) is a 9-year \$167 million property tax levy voters approved in November 2003. FAS uses levy proceeds to:

- upgrade or replace fire stations and other fire facilities;
- construct a new emergency operations center and fire alarm center; and
- build new fireboats and renovate the Chief Seattle fireboat.

In 2015, FAS will continue to execute the Fire Facilities Levy Program with the construction of five neighborhood fire stations and design on one additional station.

North Precinct

This project completes the land acquisition process for a new North Precinct facility for the Seattle Police Department (SPD). The design and engineering consultant team, which includes the general contractor/construction manager selected in 2014, continues the facility design.

Summit Upgrade

This project will improve financial reporting and access to financial information for decision makers across the City and will simplify regulatory reporting and oversight. This is a multi-year technology project that upgrades the City's financial management system (Summit) in conjunction with FAS' Citywide Financial Management and Accountability Program (FinMAP).

Central Neighborhood Service Center Tenant Improvement

This project provides funding for tenant improvements at the Central Neighborhood Service Center, including improved space for staff, utility payment services, passport applications, pet licenses and informational workshops.

Electric Vehicle Charging Stations - AWC Building C

This project provides permanent, code-compliant charging stations for SPD's existing fleet of electric vehicles in the Airport Way Center Building A complex. The facility upgrade allows SPD's enforcement personnel to park and

Department of Finance & Administrative Services

charge their electronic scooter vehicles.

Seattle Municipal Tower (SMT) Data & Telecommunication Rooms and Electrical Infrastructure Upgrades

This project funds cooling and fire separation upgrades for 15 existing network and telephone closets in the SMT and a building electrical infrastructure upgrade to increase capacity for additional loads, including the City's transition to Voice-over-Internet Protocol (VoIP) technology.

SJC Municipal Court Modifications and Upgrades

This project funds a two-year phased approach to make ADA improvements to 11 existing courtrooms and provides for an upgrade to an existing restroom which will address compliance issues.

Facilities Planning

This ongoing planning program includes two new planning efforts in 2015. An update to the 10-year old Haller Lake Drainage Master Plan will be completed along with options to address compliance issues with funding of design included in 2016.

A public safety facilities master plan will be initiated in partnership with the SPD and SFD. This planning effort will include building needs assessments, test-to-fit studies and capacity analyses to align with SPD and SFD strategic planning. Operational space plan modeling will address how existing facilities will meet the operational requirements of SPD and SFD.

Electronic Records Management System (ERMS)

This project provides funding for a comprehensive system to address Citywide electronic records management issues, such as retention of email records as the City's current system is out of date. This project was originally in the Department of Information and Technology CIP, but has been managed by FAS and was transferred to the FAS CIP in 2015.

Seattle License Information System (SLIM)

This project provides funds to determine requirements for a replacement system for SLIM, which is an application used to manage the issuance and renewal of business licenses and the collection of revenue from fees and taxes. SLIM must be upgraded as it is outdated and can no longer adequately meet the needs of expanding business license, tax collection and regulatory enforcement processes.

Additional information on FAS' CIP can be found in the 2015-2020 Proposed CIP online here: [2015-2020 Proposed CIP](#)

Capital Improvement Program Appropriation

Budget Control Level	2015 Proposed	2016 Proposed
ADA Improvements - FAS: A1ADA		
Cumulative Reserve Subfund - REET I Subaccount (00163)	183,000	0
Subtotal	183,000	0

Asset Preservation - Schedule 1 Facilities: A1APSCH1

Department of Finance & Administrative Services

Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	3,231,000	3,769,000
Subtotal	3,231,000	3,769,000
 Asset Preservation - Schedule 2 Facilities: A1APSCH2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	2,769,000	3,231,000
Subtotal	2,769,000	3,231,000
 Energy Efficiency for Municipal Buildings: A1EXT		
General Subfund	16,000	313,000
Subtotal	16,000	313,000
 FAS Oversight-External Projects: A1EXT		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,350,000	2,500,000
Subtotal	1,350,000	2,500,000
 Fire Station - Land Acquisitions: A1FL101		
2016 Multipurpose LTGO Bond Fund	0	800,000
Subtotal	0	800,000
 Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	25,574	26,392
Subtotal	25,574	26,392
 General Government Facilities - General: A1GM1		
2016 Multipurpose LTGO Bond Fund	0	2,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,566,000	1,425,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
Subtotal	5,066,000	7,425,000
 Information Technology: A1IT		
2014 Multipurpose LTGO Bond Fund (36100)	3,000,000	0
2015 Multipurpose LTGO Bond Fund	1,500,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	200,000	200,000
Subtotal	4,700,000	200,000
 Maintenance Shops and Yards: A1MSY		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,050,000	350,000
Subtotal	1,050,000	350,000

Department of Finance & Administrative Services

Neighborhood Fire Stations: A1FL1

2015 Multipurpose LTGO Bond Fund	4,899,921	0
2016 Multipurpose LTGO Bond Fund	0	10,088,796
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,602,000	2,759,000
Subtotal	6,501,921	12,847,796

Preliminary Engineering: A1GM4

Cumulative Reserve Subfund - REET I Subaccount (00163)	600,000	0
Subtotal	600,000	0

Public Safety Facilities - Fire: A1PS2

2016 Multipurpose LTGO Bond Fund	0	4,900,000
Finance and Administrative Services Fund (50300)	220,000	242,000
Subtotal	220,000	5,142,000

Public Safety Facilities - Police: A1PS1

2016 Multipurpose LTGO Bond Fund	0	8,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	620,000	0
Subtotal	620,000	8,500,000

Total Capital Improvement Program Appropriation	26,332,495	45,104,188
--	-------------------	-------------------

Department of Finance & Administrative Services

Finance General

Ben Noble, Director

(206) 615-1962

Department Overview

Finance General provides a mechanism for allocating General Subfund resources to reserve and bond redemption funds, City department operating funds, and certain programs for which there is desire for additional Council, Mayor, or City Budget Office oversight.

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$384,462,177	\$419,159,778	\$429,537,945	\$439,081,221
Total Operations	\$384,462,177	\$419,159,778	\$429,537,945	\$439,081,221
Total Appropriations	\$384,462,177	\$419,159,778	\$429,537,945	\$439,081,221
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Finance General

Budget Overview

Finance General serves as a central repository to pay for ongoing City costs, subsidize the operations of City departments, and provide contributions to outside organizations. It also provides a mechanism to hold appropriations temporarily until the City determines the appropriate managing department, or to act as a contingency reserve to respond to unpredictable situations, or cover costs that vary with economic conditions. A summary of each new item is provided below in the "Descriptions of Incremental Changes." For additional information about these items, please refer to the department-specific sections of the 2015-2016 Proposed Budget.

Incremental Budget Changes

Finance General

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 419,159,778	0.00	\$ 419,159,778	0.00
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	-\$ 5,031,686	0.00	-\$ 6,899,862	0.00
Proposed Changes				
Police Department Reserve	\$ 2,683,000	0.00	\$ 2,898,000	0.00
Law Enforcement Assisted Diversion Program (LEAD)	\$ 415,000	0.00	\$ 830,000	0.00
Multi-Disciplinary Team Reserve	\$ 300,000	0.00	\$ 300,000	0.00
Justice System Planning	\$ 150,000	0.00	\$ 0	0.00
Minimum Wage Study	\$ 100,000	0.00	\$ 0	0.00
Minimum Wage for City Employees	\$ 0	0.00	\$ 325,000	0.00
Mentoring Program	\$ 100,000	0.00	\$ 100,000	0.00
Immigrant and Refugee Leadership Program	\$ 75,000	0.00	\$ 0	0.00
Debt Service for Seattle Indian Services Commission Buildings	\$ 440,000	0.00	\$ 440,000	0.00
Meridian Health Center	\$ 500,000	0.00	\$ 0	0.00
Public Health Reserve	\$ 400,000	0.00	\$ 400,000	0.00
Proposed Technical Changes				
Updated Costs for Recurring Expenses	-\$ 5,291,823	0.00	-\$ 2,498,598	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 15,538,676	0.00	\$ 24,026,903	0.00
Total Incremental Changes	\$ 10,378,167	0.00	\$ 19,921,443	0.00
2015 - 2016 Proposed Budget	\$ 429,537,945	0.00	\$ 439,081,221	0.00

Finance General

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - (\$5,031,686)

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. It also includes the adjustment to the 2015-2016 beginning base budgets to reflect 2014 cost of living adjustment per labor contract agreements ratified after the 2014 Adopted Budget was finalized by Council.

Proposed Changes

Police Department Reserve - \$2,683,000

The Seattle Police Department submitted many budget issues that need further evaluation through 2014 before decisions on funding and appropriate staffing requirements can be made; therefore, this reserve is placed in Finance General until those conversations and decisions are completed. Outstanding areas that may need funding and authorities in 2015 include:

- Span of control;
- Video retention and public disclosure technology;
- Changes to the current police accountability system;
- Crime prevention and community policing strategies; and
- Other Chief of Police identified needs.

Law Enforcement Assisted Diversion Program (LEAD) - \$415,000

The expansion of the LEAD program was fully implemented in May 2014; however, implementation and data collection challenges have delayed the program evaluation. For 2015, the Proposed Budget moves \$415,000 in funding from the Human Services Department budget to Finance General pending the results of the evaluation. This total reflects LEAD funding for the final six months of the year. For 2016, the full annual funding for LEAD is held in reserve.

Multi-Disciplinary Team Reserve - \$300,000

These funds are held in reserve for 2015 and 2016 to support the work of the City-led multi-disciplinary team and the Law Enforcement Assisted Diversion Program should additional resources be justified.

Justice System Planning - \$150,000

Funding is reserved to develop programs and policy direction for Seattle's Justice System. One element will explore non-traditional sentencing options including diversionary programs that place defendants into housing, treatment or employment opportunities based on identified need. A secondary element will evaluate the City's current technology environment to upgrade the Seattle Municipal Court's system which retains case management information.

Finance General

Minimum Wage Study - \$100,000

A reserve has been established to provide \$100,000 in 2015 for a study to evaluate the effect of the City's minimum wage ordinance on businesses and workers.

Minimum Wage for City Employees

A reserve of \$325,000 is proposed to begin in 2016 to cover minimum wage increases for City employees.

Mentoring Program - \$100,000

This reserve of \$100,000 is for the development of a youth mentoring program in partnership with the Seattle Public School system.

Immigrant and Refugee Leadership Program - \$75,000

In 2014 Council provided for a program that recruits emerging immigrant and refugee leaders in Rainier Valley and trains them on capacity building, nonprofit management and community dynamics. This reserve will further this effort to produce leaders who will work at immigrant and refugee-led nonprofits to strengthen leadership capacity.

Debt Service for Seattle Indian Services Commission Buildings - \$440,000

In 1972, the City of Seattle formed the Seattle Indian Services Commission (Commission) to serve the Native American residents of Seattle. The Commission financed the acquisition and construction of the Leschi and Pearl Warren buildings by issuing special revenue obligation bonds that the City unconditionally guaranteed. The Commission does not have sufficient funds to pay the debt service due in 2015 and 2016. This item establishes an ongoing reserve to pay for the debt service on behalf of the Commission.

Meridian Health Center - \$500,000

This item creates a reserve to provide a matching contribution toward the capital redevelopment of the North Public Health Center located near North Seattle Community College. The Seattle-King County Department of Public Health (SKCDPH) has partnered with Neighborcare Health, a Seattle-based not-for-profit, to build an entirely new facility next to the existing public health center and then move into the new structure with a shared service delivery model including SKCDPH, Neighborcare, and Valley Cities Counseling. Neighborcare Health is managing the construction of the new facility and raising the remaining funds needed to complete the \$22 million redevelopment project.

Public Health Reserve - \$400,000

This reserve will help pay for an array of public health services that would otherwise be reduced from the Seattle-King County Department of Public Health's budget for 2015 and 2016. These include resources to pay for maternity support services at the Greenbridge Public Health Center in White Center, access and outreach services for Seattle residents seeking health services, gun violence research and program planning, health education program planning, and HIV and STD education and outreach.

Finance General

Proposed Technical Changes

Updated Costs for Recurring Expenses - (\$5,291,823)

Updated cost projections include non-programmatic changes that reflect latest cost estimates for recurring expenses or different financing plans to fund ongoing services. Examples of adjustments include increases in funding to the City's Emergency Subfund to maintain target balances, reductions in debt service costs, and a partial shift in streetlight costs from the General Fund to the Cumulative Reserve Subfund.

Final Citywide Adjustments for Standard Cost Changes - \$15,538,676

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase." It includes the General Fund transfer to Operating Fund departments to reflect program support from the General Fund.

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Appropriation to General Fund Subfunds and Special Funds Budget Control					
Arts Account		4,793,229	5,839,702	5,953,328	6,124,000
Cumulative Reserve Subfund - Capital Projects Account		280,000	400,000	0	0
Cumulative Reserve Subfund - Revenue Stabilization Account		8,712,795	4,292,950	3,337,000	0
Emergency Subfund		0	4,623,121	4,450,000	3,600,000
Finance and Administrative Services Fund		22,403,273	25,123,158	26,857,799	26,763,954
General Bond Interest/Redemption Fund		13,149,686	16,999,279	14,625,274	17,581,028
Housing Operating Fund		0	295,000	314,000	272,000
Information Technology Fund		4,609,008	3,974,939	4,464,489	6,498,844
Insurance		4,225,703	5,100,000	5,077,000	5,577,000
Judgment/Claims Subfund		632,690	755,901	337,906	620,824
Total	2QA00	58,806,384	67,404,050	65,416,796	67,037,970
Reserves Budget Control					
Budget System Reserve		0	700,000	0	0
Building Code Impact Support		0	150,000	0	0
City Multi-Disciplinary Team (MDT) Reserve		0	300,000	300,000	300,000
Department of Justice Settlement Agreement Public Safety Reserve		1,103,053	5,821,522	4,877,952	4,935,511

Finance General

Duwamish Opportunity Fund Support	0	250,000	250,000	0
Emergency Notification Alert System	0	345,000	205,000	205,000
EMS Enhancements	0	1,000,000	0	0
Fire Station 39 Housing Services	0	950,000	0	0
Gender Wage Equity Reserve	0	1,400,000	0	0
Get Engaged: City Boards and Commissions	32,696	33,416	34,118	34,937
Gun Violence Research	114,750	0	0	0
Homeless Families Assistance	0	450,000	0	0
Human Services Funding Backfill	0	525,000	0	0
Immigrant and Refugee Leadership Program	0	0	75,000	0
LEAD Program	0	0	415,000	830,000
License and Tax Portal Reserve	463,250	0	0	0
Mentoring Program	0	0	100,000	100,000
Meridian Health Center	0	250,000	500,000	0
Minimum Wage Study	0	100,000	100,000	325,000
Municipal Court Information System Planning Reserve	0	0	150,000	0
Neighborhood Business District Capital Projects	256,762	250,000	0	0
Paid Sick Leave Reserve	99,999	0	0	0
Police Department Reserve	0	0	2,683,000	2,898,000
Public Health Reserve	0	0	400,000	400,000
Public Toilet Project	0	225,000	0	0
Recurring Reserve for Portable Art Rental and Maintenance	438,641	283,802	298,225	310,154
Recurring Reserve-Election Expense	1,490,000	700,000	900,000	1,600,000
Recurring Reserve-Fire Hydrants	7,531,128	8,142,525	8,219,000	8,655,000
Recurring Reserve-Industrial Insurance Pensions Payout	0	2,000,000	2,000,000	0
Recurring Reserve-Office of Professional Accountability Auditor	150,130	160,745	164,121	168,060
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	416,405	430,000	557,000	640,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	796,552	768,750	830,800	848,416
Recurring Reserve-Street Lighting	10,776,461	9,686,259	9,240,000	9,290,000
Recurring Reserve-Transit Pass Subsidy	2,881,518	2,060,587	3,000,000	3,400,000

Finance General

Recurring Reserve-Voter Registration and Pamphlet	1,295,000	1,295,000	1,400,000	1,400,000
SDOT Efficiency Study	198,364	0	0	0
Seattle Housing Authority History Project	0	20,000	0	0
Seattle Indian Services Commission	19,375	0	0	0
Seattle Indian Services Commission Debt Service Payment	0	0	440,000	440,000
SODO Arena Proposal	655,635	0	0	0
Sound Transit - Sales Tax Offset	544,161	0	0	0
Tax Refund Interest Reserve	360,888	500,000	500,000	500,000
Taxicab Regulation Study	69,697	0	0	0
Transportation Reserve from Rubble Yard Proceeds	4,945,143	0	0	0
University of Washington Reserve	500,000	500,000	0	0
Yesler Terrace Project Support	100,000	0	0	0
Total	2QD00	35,359,607	39,422,606	37,764,216
Support to Operating Funds Budget Control				
Department of Education Fund	0	0	12,732,460	12,711,408
Drainage and Wastewater Fund	1,127,681	1,396,287	1,473,026	1,498,316
Firefighters Pension Fund	17,022,657	18,047,538	17,412,000	17,475,500
Human Services Operating Fund	59,667,860	66,562,139	62,551,090	62,862,461
Library Fund	46,707,019	47,999,297	50,037,087	50,630,853
Neighborhood Matching Subfund	2,891,284	3,529,677	2,148,807	3,725,991
Parks and Recreation Fund	84,632,330	88,977,317	93,320,666	96,470,347
Planning and Development Fund	10,127,799	10,626,500	10,421,130	10,516,037
Police Relief and Pension Fund	18,987,071	20,716,054	20,396,500	20,287,210
Seattle Center Fund	12,836,685	13,225,248	12,879,052	13,050,327
Solid Waste Fund	0	0	439,000	167,061
Transportation Fund	36,295,800	41,253,065	42,546,115	45,242,662
Total	2QE00	290,296,186	312,333,122	326,356,933
Department Total		384,462,177	419,159,778	429,537,945
Department Full-time Equivalent Total*		0.00	0.00	0.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Finance General

Appropriations By Budget Control Level (BCL) and Program

Appropriation to General Fund Subfunds and Special Funds Budget Control Level

The purpose of the Appropriation to General Fund Subfunds and Special Funds Budget Control Level is to appropriate General Subfund resources, several of which are based upon the performance of certain City revenues, to bond redemption or special purpose funds. These appropriations are implemented as operating transfers to the funds, subfunds, or accounts they support.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Arts Account	4,793,229	5,839,702	5,953,328	6,124,320
Cumulative Reserve Subfund - Capital Projects Account	280,000	400,000	0	0
Cumulative Reserve Subfund - Revenue Stabilization Account	8,712,795	4,292,950	3,337,000	0
Emergency Subfund	0	4,623,121	4,450,000	3,600,000
Finance and Administrative Services Fund	22,403,273	25,123,158	26,857,799	26,763,954
General Bond Interest/Redemption Fund	13,149,686	16,999,279	14,625,274	17,581,028
Housing Operating Fund	0	295,000	314,000	272,000
Information Technology Fund	4,609,008	3,974,939	4,464,489	6,498,844
Insurance	4,225,703	5,100,000	5,077,000	5,577,000
Judgment/Claims Subfund	632,690	755,901	337,906	620,824
Total	58,806,384	67,404,050	65,416,796	67,037,970

Finance General

Reserves Budget Control Level

The purpose of the Reserves Budget Control Level is to provide appropriation authority to those programs for which there is no single appropriate managing department, or for which there is Council and/or Mayor desire for additional budget oversight.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Budget System Reserve	0	700,000	0	0
Building Code Impact Support	0	150,000	0	0
City Multi-Disciplinary Team (MDT) Reserve	0	300,000	300,000	300,000
Department of Justice Settlement Agreement Public Safety Reserve	1,103,053	5,821,522	4,877,952	4,935,511
Duwamish Opportunity Fund Support	0	250,000	250,000	0
Emergency Notification Alert System	0	345,000	205,000	205,000
EMS Enhancements	0	1,000,000	0	0
Fire Station 39 Housing Services	0	950,000	0	0
Gender Wage Equity Reserve	0	1,400,000	0	0
Get Engaged: City Boards and Commissions	32,696	33,416	34,118	34,937
Gun Violence Research	114,750	0	0	0
Homeless Families Assistance	0	450,000	0	0
Human Services Funding Backfill	0	525,000	0	0
Immigrant and Refugee Leadership Program	0	0	75,000	0
LEAD Program	0	0	415,000	830,000
License and Tax Portal Reserve	463,250	0	0	0
Mentoring Program	0	0	100,000	100,000
Meridian Health Center	0	250,000	500,000	0
Minimum Wage Study	0	100,000	100,000	325,000
Municipal Court Information System Planning Reserve	0	0	150,000	0
Neighborhood Business District Capital Projects	256,762	250,000	0	0
Paid Sick Leave Reserve	99,999	0	0	0
Police Department Reserve	0	0	2,683,000	2,898,000
Public Health Reserve	0	0	400,000	400,000
Public Toilet Project	0	225,000	0	0
Recurring Reserve for Portable Art Rental and Maintenance	438,641	283,802	298,225	310,154
Recurring Reserve-Election Expense	1,490,000	700,000	900,000	1,600,000
Recurring Reserve-Fire Hydrants	7,531,128	8,142,525	8,219,000	8,655,000

Finance General

Recurring Reserve-Industrial Insurance Pensions Payout	0	2,000,000	2,000,000	0
Recurring Reserve-Office of Professional Accountability Auditor	150,130	160,745	164,121	168,060
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	416,405	430,000	557,000	640,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	796,552	768,750	830,800	848,416
Recurring Reserve-Street Lighting	10,776,461	9,686,259	9,240,000	9,290,000
Recurring Reserve-Transit Pass Subsidy	2,881,518	2,060,587	3,000,000	3,400,000
Recurring Reserve-Voter Registration and Pamphlet	1,295,000	1,295,000	1,400,000	1,400,000
SDOT Efficiency Study	198,364	0	0	0
Seattle Housing Authority History Project	0	20,000	0	0
Seattle Indian Services Commission	19,375	0	0	0
Seattle Indian Services Commission Debt Service Payment	0	0	440,000	440,000
SODO Arena Proposal	655,635	0	0	0
Sound Transit - Sales Tax Offset	544,161	0	0	0
Tax Refund Interest Reserve	360,888	500,000	500,000	500,000
Taxicab Regulation Study	69,697	0	0	0
Transportation Reserve from Rubble Yard Proceeds	4,945,143	0	0	0
University of Washington Reserve	500,000	500,000	0	0
Yesler Terrace Project Support	100,000	0	0	0
Total	35,359,607	39,422,606	37,764,216	37,405,078

Finance General

Support to Operating Funds Budget Control Level

The purpose of the Support to Operating Funds Budget Control Level is to appropriate General Subfund resources to support the operating costs of line departments that have their own operating funds. These appropriations are implemented as operating transfers to the funds or subfunds they support.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Department of Education Fund	0	0	12,732,460	12,711,408
Drainage and Wastewater Fund	1,127,681	1,396,287	1,473,026	1,498,316
Firefighters Pension Fund	17,022,657	18,047,538	17,412,000	17,475,500
Human Services Operating Fund	59,667,860	66,562,139	62,551,090	62,862,461
Library Fund	46,707,019	47,999,297	50,037,087	50,630,853
Neighborhood Matching Subfund	2,891,284	3,529,677	2,148,807	3,725,991
Parks and Recreation Fund	84,632,330	88,977,317	93,320,666	96,470,347
Planning and Development Fund	10,127,799	10,626,500	10,421,130	10,516,037
Police Relief and Pension Fund	18,987,071	20,716,054	20,396,500	20,287,210
Seattle Center Fund	12,836,685	13,225,248	12,879,052	13,050,327
Solid Waste Fund	0	0	439,000	167,061
Transportation Fund	36,295,800	41,253,065	42,546,115	45,242,662
Total	290,296,186	312,333,122	326,356,933	334,638,173

Finance General

Office of Hearing Examiner

Sue Tanner, Hearing Examiner

(206) 684-0521

<http://www.seattle.gov/examiner/>

Department Overview

The Office of Hearing Examiner is Seattle's quasi-judicial forum for reviewing factual and legal issues raised by the application of City Code requirements to specific people or property. As authorized by the Seattle Municipal Code, the Office conducts hearings and decides appeals in cases where citizens disagree with a decision made by a City agency. Many of the matters appealed to the Hearing Examiner relate to land use and environmental permit decisions and interpretations made by the Department of Planning and Development. The Hearing Examiner also hears appeals in many other subject areas and makes recommendations to the City Council on rezone petitions, major institution master plans, and other Council land-use actions. Pursuant to authority granted in 2004, the Hearing Examiner also provides contract hearing examiner services to other local governments.

The Hearing Examiner is appointed by the City Council, and Deputy Hearing Examiners are then appointed by the Hearing Examiner. Examiners handle all pre-hearing matters, regulate the conduct of hearings, and prepare decisions and recommendations based upon the hearing record and applicable law. The Code requires all examiners to be attorneys with training and experience in administrative hearings. The Hearing Examiner also manages an executive assistant to oversee the administrative areas of the office, a legal assistant to assist with hearings and decision preparation, and an administrative specialist to support all other office positions and provide information to the public.

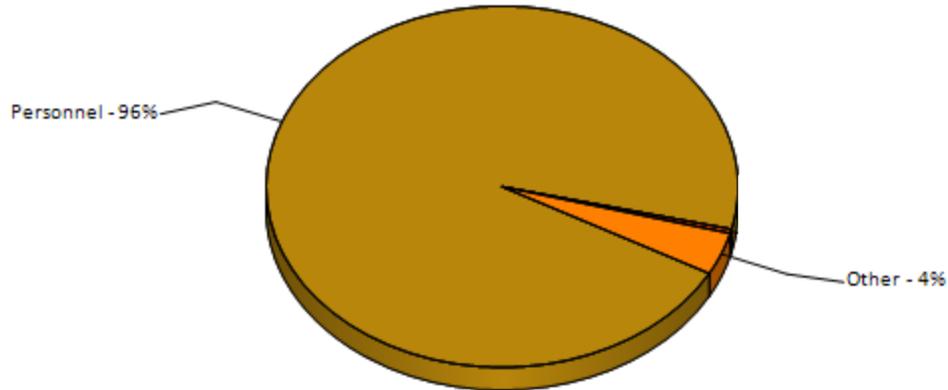
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$623,569	\$648,246	\$665,618	\$670,273
Total Operations	\$623,569	\$648,246	\$665,618	\$670,273
Total Appropriations	\$623,569	\$648,246	\$665,618	\$670,273
Full-time Equivalent Total*	4.63	4.63	4.63	4.63

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Office of Hearing Examiner

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget does not recommend any significant changes to the Hearing Examiner's budget.

Incremental Budget Changes

Office of Hearing Examiner

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 648,246	4.63	\$ 648,246	4.63
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 9,872	0.00	\$ 9,872	0.00

Office of Hearing Examiner

Proposed Technical Changes

Citywide Training and Travel Reallocation	-\$ 1,096	0.00	-\$ 1,096	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 8,596	0.00	\$ 13,251	0.00
Total Incremental Changes	\$ 17,372	0.00	\$ 22,027	0.00
2015 - 2016 Proposed Budget	\$ 665,618	4.63	\$ 670,273	4.63

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$9,872

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment also reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$1,096)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Final Citywide Adjustments for Standard Cost Changes - \$8,596

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Office of Hearing Examiner

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of Hearing Examiner Budget Control Level	V1X00	623,569	648,246	665,618	670,273
Department Total		623,569	648,246	665,618	670,273

Department Full-time Equivalents Total*	4.63	4.63	4.63	4.63
--	-------------	-------------	-------------	-------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Office of Hearing Examiner Budget Control Level

The purpose of the Office of Hearing Examiner Budget Control Level is to conduct fair and impartial hearings in all subject areas where the Seattle Municipal Code grants authority to do so (there are currently more than 75 subject areas) and to issue decisions and recommendations consistent with applicable law.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of Hearing Examiner	623,569	648,246	665,618	670,273
Total	623,569	648,246	665,618	670,273
Full-time Equivalents Total*	4.63	4.63	4.63	4.63

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Seattle Department of Human Resources

Susan Coskey, Director

(206) 684-7999

<http://www.seattle.gov/personnel>

Department Overview

The Department of Human Resources provides human resource services, tools, and assistance to ensure the City accomplishes business goals in a cost-effective and safe manner. The Department of Human Resources has four primary areas of operation:

The **Employment and Training** section provides recruitment and staffing services, mediation, employee development opportunities, temporary employment program oversight, and technical assistance to all City departments so that the City can meet its hiring needs efficiently, comply with legal guidelines, and accomplish the City's work.

The **Employee Health Services** section provides quality and cost-effective employee benefits, including health care benefits, workers' compensation benefits, and safety services. These services maintain and promote employee health and productivity, and provide a competitive non-cash compensation package. In addition, this section administers the City of Seattle Voluntary Deferred Compensation Plan and Trust.

The **Citywide Personnel Services** section establishes Citywide personnel rules and provides human resources systems, policy advice, information management, finance and accounting services, and expert consultative assistance to departments, policymakers, and employees. This section includes Policy Development, Information Management, Finance, Budget and Accounting, the Employee Giving and Volunteer Program, Unemployment, and other internal support services.

The **City/Union Relations and Classification/Compensation** section negotiates and administers a personnel system for both represented and non-represented employees with the intention of fairly classifying and compensating the City's diverse work force.

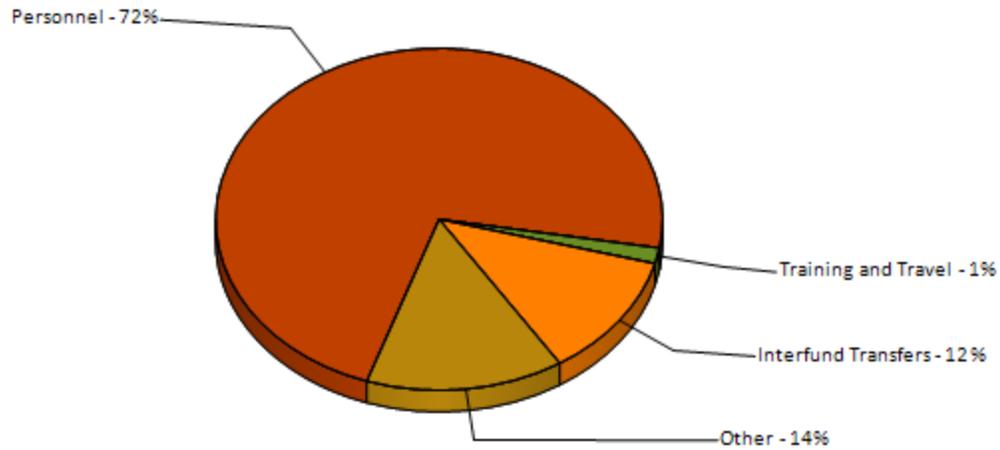
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$11,664,409	\$13,205,126	\$15,508,503	\$15,687,049
Total Operations	\$11,664,409	\$13,205,126	\$15,508,503	\$15,687,049
Total Appropriations	\$11,664,409	\$13,205,126	\$15,508,503	\$15,687,049
Full-time Equivalent Total*	103.75	105.75	143.55	143.55

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Seattle Department of Human Resources

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-16 Proposed Budget centralizes and improves training opportunities for City of Seattle employees. In a large expansion of Citywide training, the proposed budget provides funds and personnel to implement a new training and development program for the City's supervisors and managers. The program will offer an expanded selection of training classes to improve leadership and management Citywide. Classes include topics such as performance management, communication and performance evaluations. It also brings back the Citywide Leadership Academy. The Academy will offer in-depth and long-term training for future City leaders. The return of this program marks a renewed focus on the City as a cohesive organization, creating meaningful opportunities for employee growth and succession planning. This program is cost allocated to all City Funds, with the General Subfund share being funded partially through existing resources by reallocating existing training appropriations in various departments.

The proposed budget also includes funding to continue the Gender Wage Equity Project. For Human Resources, this includes the continuation of funding for two positions and resources to create a Leadership Development Program for underrepresented employees.

The Seattle Department of Human Resources is focused on the City as 'one City, one employer.' In 2015, the department will continue the development of a Citywide Human Resources Strategic Plan. This project, in concert with the training programs proposed this year and technical investments made in the last budget, will improve the City's development and management of its employees, increase efficiency of human resources investments Citywide and better prepare employees to advance their careers.

Seattle Department of Human Resources

Incremental Budget Changes

Seattle Department of Human Resources

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 13,205,127	105.75	\$ 13,205,127	105.75
Baseline Changes				
Technical Reconciliation of FTEs	\$ 0	31.00	\$ 0	31.00
Technical Reorganization	\$ 0	0.00	\$ 0	0.00
Gender Wage Equity Project	\$ 326,000	2.00	\$ 326,000	2.00
Citywide Adjustments for Standard Cost Changes	\$ 192,784	0.00	\$ 224,163	0.00
Supplemental Budget Changes	\$ 437,000	1.00	\$ 437,000	1.00
Proposed Changes				
Leave Tracking Personnel Analyst	\$ 83,949	0.80	\$ 83,949	0.80
Create Centralized Management and Leadership Development Program	\$ 800,000	2.00	\$ 800,000	2.00
Add a Human Resource Manager	\$ 142,000	1.00	\$ 142,000	1.00
Proposed Technical Changes				
Citywide Training and Travel Reallocation	-\$ 7,988	0.00	-\$ 7,988	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 329,631	0.00	\$ 476,798	0.00
Total Incremental Changes	\$ 2,303,376	37.80	\$ 2,481,922	37.80
2015 - 2016 Proposed Budget	\$ 15,508,503	143.55	\$ 15,687,049	143.55

Descriptions of Incremental Budget Changes

Baseline Changes

Technical Reconciliation of FTEs/31.00 FTE

This adjustment reconciles the department's FTE count with its legal authority. In 2012, Council passed an ordinance expanding the City's Supported Employment Program from 52 to 102 positions. When filled, the legal authority for the positions resides in the department which employs them. When unfilled, legal authority for these positions resides in SDHR. As of January 1, 2014, 31 of these positions were either employees of SDHR or were unfilled. Each year, the budget will reconcile these positions with their distribution as of January 1.

Seattle Department of Human Resources

Technical Reorganization

This adjustment moves appropriations and FTE authority across budget control levels to align with current operational needs. These changes are budget neutral.

Gender Wage Equity Project - \$326,000/2.00 FTE

This item adds two positions and contracting funds to continue the City's commitment to establishing gender wage equity. This spending was added as part of the Gender Wage Equity Proviso Lift legislation passed by the City Council in 2014. The Gender Equity Reserve in Finance General provides the funds needed for this program through 2016. The package includes:

- A Gender Equity Recruiter focusing on reducing gender and racial equity gaps within the City as an employer through improved recruitment and outreach.
- A Gender Equity Training Facilitator who will develop training and strategies to address gender equity in the workforce, including institutional and structural sexism.
- Funds for an external consultant to assist HR in the development of a leadership development program for underrepresented populations.

Additional resources for the Gender Equity Wage Project are in the Seattle Office of Civil Rights.

Citywide Adjustments for Standard Cost Changes - \$192,784

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Supplemental Budget Changes - \$437,000/1.00 FTE

This adjustment reflects changes made through supplemental budget legislation since the last Adopted Budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the Adopted Budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. These changes may include additions or reductions in appropriations and FTEs.

Proposed Changes

Leave Tracking Personnel Analyst - \$83,949/.80 FTE

This adjustment creates a 0.8 FTE position to ensure the City meets a new work hours and leave tracking requirement imposed by the Federal Patient Protection and Affordable Care Act that takes effect January 2015. This position will audit data to ensure eligibility and enrollment for COBRA benefits for separated employees are timely and accurate. The City's Healthcare Fund will cover the annual costs of this position.

Create Centralized Management and Leadership Development Program - \$800,000/2.00 FTE

In recent years, the City has had no centralized approach to leadership training; all leadership training has occurred at the departmental level. As a result, how an employee is supervised can vary by department. In 2014, the Human Resources Department began building a City-wide management and leadership training program. The goal of the centralized program is to create a uniform approach, language and toolkit for the City's supervisors. This will improve labor relations, reduce legal risk and support City-wide succession planning. This program has

Seattle Department of Human Resources

two components:

- Continuation and expansion of the open enrollment management development program begun in 2014 which provides training for new supervisors and supervisory teams. Classes in this program are available as part of a series and on an ad hoc basis.
- The reestablishment of a Citywide Leadership Academy which was eliminated several years ago due to budget cuts. The Leadership Academy is an in-depth six- to 12-month program to help develop promising managers into future City leaders through training and hands-on projects.

This adjustment includes 2.0 FTE to operate these programs, \$300,000 for ongoing materials and \$250,000 for consultant support in program development in 2015. This program will be funded primarily through reallocation of departments' existing training budgets. New general fund for this program totals \$228,514.

Add a Human Resource Manager - \$142,000/1.00 FTE

This adjustment creates a 1.0 FTE position to lead a two-person team to provide strategic human resources support to the HR Department, the Mayor's Office and other small executive offices and departments that do not have dedicated human resources staff. Previously, a portion of this workload was performed in the Department of Finance and Administrative Services (FAS). A 0.5 FTE HR analyst and associated funding are cut from the FAS budget to partially fund this position. The net General Fund increase associated with this position is approximately \$70,000. This change is part of a Mayoral priority to re-centralize human resources functions within the Department of Human Resources.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$7,988)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds the new Centralized Management and Leadership Development program in the Proposed Changes section above.

Final Citywide Adjustments for Standard Cost Changes - \$329,631

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Seattle Department of Human Resources

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
City/Union Relations and Class/Comp Services Budget Control Level	N4000	3,219,871	3,443,364	3,574,007	3,605,934
Citywide Personnel Services Budget Control Level	N3000	2,620,322	2,955,164	3,310,937	3,345,649
Employee Health Services Budget Control Level	N2000	2,946,964	2,912,688	3,333,442	3,369,512
Employment and Training Budget Control Level	N1000	2,877,252	3,893,910	5,290,117	5,365,954
Department Total		11,664,409	13,205,126	15,508,503	15,687,049

Department Full-time Equivalents Total*	103.75	105.75	143.55	143.55
--	---------------	---------------	---------------	---------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

City/Union Relations and Class/Comp Services Budget Control Level

The purpose of the City/Union Relations and Classification/Compensation Services Budget Control Level is to support the City's efforts to fairly manage and compensate its diverse work force. City/Union Relations staff provide technical and professional labor-relations services to policymakers and management staff of all City departments. The Class/Comp staff develop personnel rules, pay programs, perform compensation analysis, and provide classification services and organizational consultation to all City departments.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Program Expenditures				
City/Union Relations and Class/Comp Services	3,219,871	3,443,364	3,574,007	3,605,934
Total	3,219,871	3,443,364	3,574,007	3,605,934
Full-time Equivalents Total*	24.00	24.00	24.00	24.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Seattle Department of Human Resources

Citywide Personnel Services Budget Control Level

The purpose of the Citywide Personnel Services Budget Control Level is to establish citywide personnel rules and provide human resources systems, policy advice, information management, finance and accounting services, contingent work force oversight, and expert assistance to departments, policymakers, and employees. This program includes Policy Development, Information Management, Finance and Accounting, Temporary Employment Services, and other internal support services.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Citywide Personnel Services	2,620,322	2,955,164	3,310,937	3,345,649
Total	2,620,322	2,955,164	3,310,937	3,345,649
Full-time Equivalents Total*	20.75	21.75	53.75	53.75

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Employee Health Services Budget Control Level

The purpose of the Employee Health Services Budget Control Level is to provide employee health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity. This program also includes administration of the Seattle Voluntary Deferred Compensation Plan and Trust.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Employee Health Services	2,946,964	2,912,688	3,333,442	3,369,512
Total	2,946,964	2,912,688	3,333,442	3,369,512
Full-time Equivalents Total*	20.50	20.50	22.30	22.30

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Employment and Training Budget Control Level

The purpose of the Employment and Training Budget Control Level is to provide staffing services, employee-development opportunities, mediation, and technical assistance to all City departments. This Budget Control Level includes the Police and Fire Exams, Employment, Supported Employment, Equal Employment Opportunity, Alternative Dispute Resolution, and Career Quest units.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Employment and Training	2,877,252	3,893,910	5,290,117	5,365,954
Total	2,877,252	3,893,910	5,290,117	5,365,954
Full-time Equivalents Total*	38.50	39.50	43.50	43.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Seattle Department of Human Resources

Immigrant and Refugee Affairs

Cuc Vu, Director

(206)-233-3886

<http://www.seattle.gov/iandraffairs>

Department Overview

The Office of Immigrant and Refugee Affairs (OIRA) facilitates the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life; celebrates their diverse cultures and contributions to Seattle; and advocates on behalf of immigrants and refugees.

OIRA works with the Immigrant and Refugee Commission, community partners, and City departments to define and achieve desired outcomes for City investments for immigrant and refugees. According to the 2012 American Community Survey, immigrants and refugees comprise more than 19% of Seattle's population. It is OIRA's job to ensure that these residents are effectively connected with City services.

OIRA is dedicated to supporting the City's Race and Social Justice Initiative by improving services and better engaging immigrant and refugee communities. OIRA also partners and collaborates with other City departments, government agencies, community organizations, and the private sector.

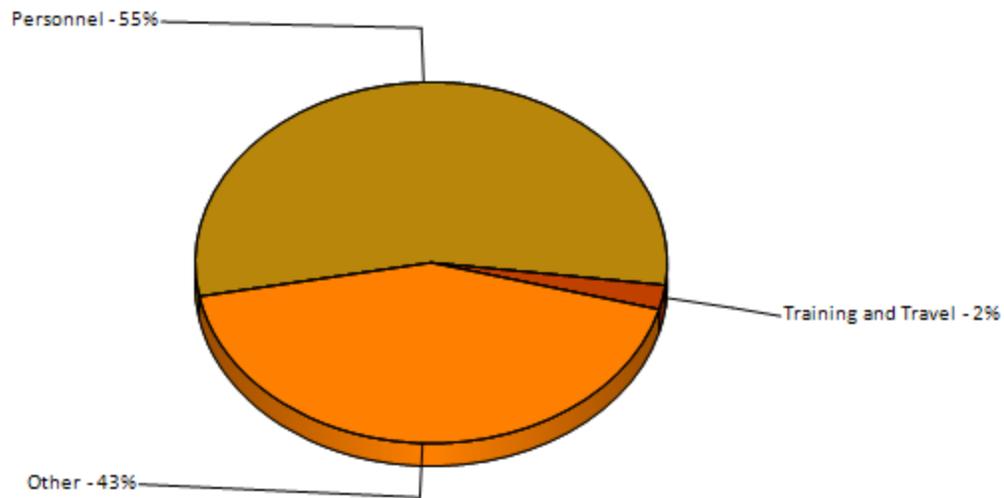
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$405,444	\$358,650	\$1,070,281	\$1,843,431
Other Funding - Operating	\$0	\$0	\$400,000	\$400,000
Total Operations	\$405,444	\$358,650	\$1,470,281	\$2,243,431
Total Appropriations	\$405,444	\$358,650	\$1,470,281	\$2,243,431
Full-time Equivalent Total*	3.00	3.00	5.00	6.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Immigrant and Refugee Affairs

2015 Proposed Budget - Expenditure by Category



Budget Overview

The Mayor made expanding the Office of Immigrant and Refugee Affairs (OIRA) a priority of his administration, and the 2015-2016 Proposed Budget includes several new initiatives and services with the goal of increasing immigrant and refugee integration. In mid-2014, the Mayor and City Council added two new positions, an English-Language Learner program specialist and a community relations advisor, to OIRA to build greater capacity to engage with immigrant and refugee communities. These positions, along with additional funding to increase resources for programming and communications, help build OIRA's capacity to better support immigrant integration.

OIRA has mapped out key areas where the City can expand its services to establish Seattle as a leader in immigrant integration with a focus on building capacity and decreasing barriers to immigrant participation in City programs and services. OIRA has developed a Five Point Action Plan that identifies discrete areas where the office and the City can continue to support and expand services and programs for immigrant and refugee communities. These priorities are:

- Strengthen language access policies and protocols
- Expand access to English as a Second Language (ESL) programs
- Support immigrant-owned small businesses
- Build a Citizenship Corners & Naturalization campaign
- Community safety

The proposed budget is responsive to this action plan and includes several new programs and services that build on these areas. In several cases, the City currently offers services that address these issues and the proposed budget includes ways to leverage these existing services by increasing coordination across the City.

Immigrant and Refugee Affairs

Strengthening Immigrant Integration Across the City

A key component of OIRA's action plan, immigrant integration is an intentional effort to build vibrant and cohesive communities. To facilitate this integration process, the proposed budget adds a language access coordinator and an ethnic media and communications coordinator to OIRA. These two new positions will work to increase the City's capacity and competence in engaging and serving immigrant and refugee residents who have limited English skills.

The language access coordinator will manage a new Citywide Language Access Initiative and work closely with City departments to create annual department-specific language access plans focusing on increasing the use of translation and interpretation services. Part of this effort is focused on ensuring language access resources are readily available and providing additional training and development around language access for City employees. Additionally, OIRA will continue working with community organizations and vendors that have contracts with the City for interpretation and translation services to ensure a consistent quality of service.

Consistent with the Language Access Initiative's intent to provide equitable language access, the ethnic media and communications coordinator will increase OIRA's capacity to ensure immigrant and refugee residents are well informed about the City's programs, services and initiatives. This position will also assist the Mayor's Office, City Council, and departments to develop customized ethnic media plans and strengthen the City's relationships with ethnic media outlets. As a part of this effort to strengthen ethnic media and communications outreach, OIRA will also continue to expand its social media and web presence.

These positions will leverage the City's existing infrastructure and approach to responding to the unique needs of immigrant and refugee communities while increasing the City's capacity to engage in this work more effectively.

Ready for Work: ESL and Computers

The American Community Survey shows that 28.5% of Seattle's foreign-born population is linguistically isolated - living in a household without any English speakers. Almost half of Seattle's foreign-born population is not proficient in English. Residents not proficient in English face immense barriers to gaining employment and must navigate multiple complex systems in order to obtain the skills necessary to advance in a career. There is currently a broad gap between programs and services that meet the needs of the population with limited English skills who are unemployed or underemployed. Existing services target survival English and everyday life skills or pre-academic English skills.

In 2013, the City convened an English Learner Steering Committee (ELSC) to create a policy framework and program design that accelerates literacy, improves employability skills, and identifies and supports multiple pathways to careers to address the existing service gap. Working with the Steering Committee, the Office of Economic Development (OED), and the Human Services Department (HSD), OIRA developed Ready for Work: ESL and Computers as a new initiative to coordinate services across multiple organizations to better support residents with limited English proficiency obtain the skills necessary for living-wage careers.

The proposed budget establishes this program, a new partnership between the City, the Seattle Colleges, and Community Based Organizations (CBOs), to lower the barriers residents with limited English skills face by integrating services that have traditionally been provided separately. It will address employability skills, functional English related to job training, applying for work and performing on the job. Using a neighborhood-based approach, Ready for Work will offer ESL and job readiness classes at local community-based organizations taught by Seattle College ESL instructors in collaboration with the CBO's staff. Seattle College instructors and CBO staff will co-lead classes to build off each other's expertise. The curriculum will bridge the existing gap between higher-level academic English instruction provided at the college level and the survival ESL programs offered at CBOs.

Concurrent with ESL instruction, students will improve their job readiness through a blended instruction approach emphasizing applying English language skills to the employment process, including navigating online applications, job searches and improving digital literacy. Students will also receive additional support services, including case

Immigrant and Refugee Affairs

management through CBOs, where they will develop a comprehensive services plan to ensure continued participation and success. Case managers will work closely with the team of ESL and CBO instructors to ensure a coordinated approach to addressing challenges facing students.

In 2015, the City will identify a Community Based Development Organization (CBDO) to manage all aspects of the project, with support from OIRA. The CBDO will work directly with the Seattle Colleges and community based organizations to plan, develop and implement this project and will play a particularly important role in coordinating across all of the participating organizations to ensure consistency. This program will be coordinated by OIRA in partnership with OED and HSD and will be funded with federal Community Development Block Grant funds.

To measure the success of Ready for Work, the proposed budget includes funding to develop and implement an evaluation of the program in both 2015 and 2016. The evaluation will help inform decisions about instruction, program design and professional development using empirical evidence gathered as well as tracking participants' progress throughout the program. Early evaluation results will ensure that quality improvement is continuous throughout the implementation process and provide data for longer-term assessments to identify successes achieved, challenges encountered and areas for improvement as the program grows.

Building A Citizenship Corners & Naturalization Campaign

Citizenship is a key component of immigrant integration. It promotes stable communities, contributes to socioeconomic growth and encourages civic participation. Immigrants who obtain U.S. citizenship gain a wide range of benefits for themselves and their families, including citizenship for minor children, the ability to vote, and access to certain federal jobs and government benefits. Every year, many residents of Seattle who are eligible to be naturalized do not. There are several barriers to completing the naturalization process-it is expensive, time-intensive and confusing.

The New Citizen Program (NCP), an existing program in HSD, provides grants to local organizations to provide assistance throughout the naturalization process. In 2016, the proposed budget transfers the NCP into OIRA to integrate into OIRA's Citizenship Corners & Naturalization campaign. This campaign will ensure larger numbers of immigrants are naturalized and participating in civic processes by:

- promoting the benefits of citizenship at community centers, neighborhood service centers, and libraries as well as through ethnic media outlets;
- providing additional resources and training to City employees who regularly interact with immigrants on citizenship services, ESL classes and other resources;
- leveraging national partnerships and participating in national campaigns promoting naturalizations and immigrant integration; and
- celebrating new Americans by hosting naturalization ceremonies at City venues and community organizations.

Incorporating NCP into OIRA will strengthen the tie between the promotion of the benefits of naturalization and the citizenship services. The program is a pivotal piece of OIRA's mission and integrating it into the office will amplify its impact and reach.

Immigrant and Refugee Affairs

Incremental Budget Changes

Immigrant and Refugee Affairs

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 358,650	3.00	\$ 358,650	3.00
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 6,066	0.00	\$ 6,066	0.00
Supplemental Budget Changes	\$ 409,238	0.00	\$ 409,238	0.00
Proposed Changes				
Increase Staffing to Enhance Immigrant Integration	\$ 230,496	2.00	\$ 230,496	2.00
Ready for Work: ESL and Computers	\$ 450,000	0.00	\$ 450,000	0.00
Transfer the New Citizen Program from HSD	\$ 0	0.00	\$ 744,573	1.00
Proposed Technical Changes				
Citywide Training and Travel Reallocation	-\$ 313	0.00	-\$ 313	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 16,144	0.00	\$ 44,721	0.00
Total Incremental Changes	\$ 1,111,631	2.00	\$ 1,884,781	3.00
2015 - 2016 Proposed Budget	\$ 1,470,281	5.00	\$ 2,243,431	6.00

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$6,066

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Supplemental Budget Changes - \$409,238

This adjustment reflects changes made through supplemental budget legislation since the last Adopted Budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the Adopted Budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. In 2014, two full time strategic advisor positions (an English-Language Learner (ELL) program specialist and a community relations advisor) were added to OIRA. To assist with OIRA's ELL programs, develop a strong branding campaign and increase resources available for community events and meetings, an additional \$145,945 was added to OIRA's budget.

Immigrant and Refugee Affairs

Proposed Changes

Increase Staffing to Enhance Immigrant Integration - \$230,496/2.00 FTE

This adjustment adds funding for one full-time strategic advisor and one public relations specialist (a language access coordinator and an ethnic media and communications coordinator) and increases OIRA's budget by \$30,000 to provide resources for community mapping and ethnic media tracking tools, as well as other operational needs such as office equipment and supplies. Translation, interpretation, and multilingual communications are all critical aspects of immigrant integration and require additional staff and resources to address the growing need for these services in the City. This adjustment increases OIRA's ability to engage with the Mayor's Office, City Council and City departments to enhance capacity in serving the immigrant and refugee population.

Ready for Work: ESL and Computers - \$450,000

This item adds \$400,000 of federal Community Development Block Grant funds to launch a new partnership program between the City, the Seattle Colleges (previously known as the community colleges) and community organizations to increase the opportunity for residents with limited English skills to obtain and retain employment. This item also includes General Fund support of \$50,000 for a two-year comprehensive implementation evaluation that will begin in 2015 concurrent with the program's launch. This evaluation will assess the program design, quality of instruction and student performance.

Transfer the New Citizen Program from HSD

The New Citizen Program (NCP), an existing program currently in the Human Services Department (HSD), gives grants to local organizations to provide citizenship eligibility screening, interview preparation, application assistance, disability waivers and referrals for legal assistance. The NCP receives \$402,051 in General Fund support, and also receives \$328,409 in state funding and \$24,112 from the Seattle Housing Authority. As part of the proposed budget, in 2016 the NCP is transferred from HSD to OIRA as well as a full-time grants & contracts specialist currently assigned to the program.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$313)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the

Final Citywide Adjustments for Standard Cost Changes - \$16,144

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Immigrant and Refugee Affairs

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
CDBG - Office of Immigrant and Refugee Affairs Budget Control Level	6XN10	0	0	400,000	400,000
Office of Immigrant and Refugee Affairs Budget Control Level	X1N00	405,444	358,650	1,070,281	1,843,431
Department Total		405,444	358,650	1,470,281	2,243,431

Department Full-time Equivalents Total* 3.00 3.00 5.00 6.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

CDBG - Office of Immigrant and Refugee Affairs Budget Control Level

The purpose of the CDBG - Office of Immigrant and Refugee Affairs Budget Control Level is to provide support to community-based development organizations with the goal of increasing the socioeconomic and civic opportunities for immigrants and refugees in Seattle.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Program Expenditures				
CDBG - Office of Immigrant and Refugee Affairs	0	0	400,000	400,000
Total	0	0	400,000	400,000

Office of Immigrant and Refugee Affairs Budget Control Level

The purpose of the Office of Immigrant and Refugee Affairs Budget Control Level is to facilitate the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life, to celebrate their diverse cultures and contributions to Seattle, and to advocate on behalf of immigrants and refugees.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Program Expenditures				
Office of Immigrant and Refugee Affairs	405,444	358,650	1,070,281	1,843,431
Total	405,444	358,650	1,070,281	1,843,431
Full-time Equivalents Total*	3.00	3.00	5.00	6.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Immigrant and Refugee Affairs

Department of Information Technology

Michael Mattmiller, Director & Chief Technology Officer

(206) 684-0600

<http://www.seattle.gov/doi>

Department Overview

The Department of Information Technology (DoIT) manages the City's information technology infrastructure and performs strategic information technology (IT) planning to help City government serve Seattle's residents and businesses. DoIT is organized into four major divisions: Technology Infrastructure; Technology Leadership and Governance; Office of Electronic Communications; and Finance and Administration.

The **Technology Infrastructure** division builds and operates the City's communications and computing assets, which include the City's telephone, radio, and e-mail systems, and the networks and servers. The City's technology and network infrastructure, as operated by DoIT, is used by every department to deliver power, water, recreation, public safety, and human services to the people of Seattle. DoIT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

The **Technology Leadership and Governance** division provides strategic direction and coordination on technology for the City, including information security policy and management, development of a multi-year strategic plan for information technology, development of common standards and architectures to deliver City services more efficiently and effectively, and IT project management and monitoring.

The **Office of Electronic Communications** division oversees and operates the City's government-access television station (the Seattle Channel) and websites (seattlechannel.org and seattle.gov). Services provided include: new television and on-line programming, live Web streaming, indexed videos on demand, web-based applications, and other interactive services aimed at improving access to government services, information, and decision makers. It also oversees the City's cable television franchises with Comcast and Wave Division I and it manages the department's community outreach programs, including the Technology Matching Fund (TMF) program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The **Finance and Administrative Services** division provides finance, budget, accounting, human resources, administrative, and contracting services for DoIT.

DoIT provides services to other City departments that in turn pay DoIT for those services they purchase. As such, DoIT receives revenue from most of the major fund sources within the City, including the General Fund, Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Seattle Department of Planning and Development, and the Retirement Fund. DoIT also receives funds from the City's Cable Television Subfund, as well as from grants, and from other government agencies external to the City (e.g., the Seattle School District, the Port of Seattle, etc.) that buy DoIT services for special projects.

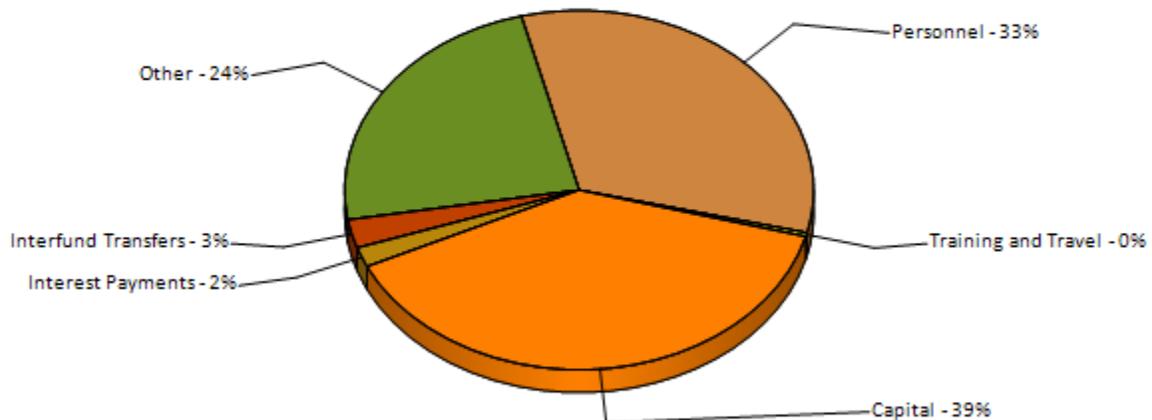
Department of Information Technology

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$4,656,927	\$3,974,938	\$4,464,489	\$6,498,844
Other Funding - Operating	\$36,782,027	\$37,807,032	\$46,250,843	\$49,193,686
Total Operations	\$41,438,954	\$41,781,970	\$50,715,332	\$55,692,530
Other funding - Capital	\$12,706,919	\$37,807,362	\$31,695,129	\$11,185,363
Total Appropriations	\$54,145,873	\$79,589,332	\$82,410,461	\$66,877,893
Full-time Equivalent Total*	192.25	193.25	198.25	198.25

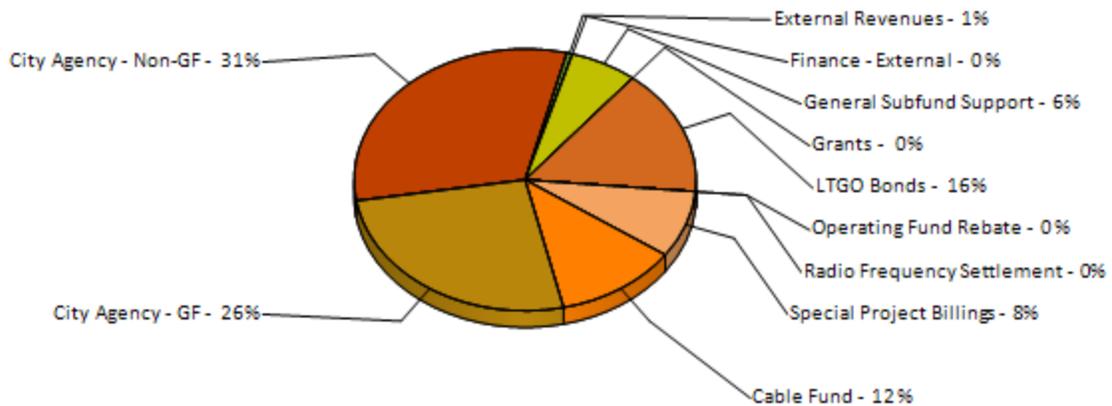
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

2015 Proposed Budget - Expenditure by Category



Department of Information Technology

2015 Proposed Budget - Revenue by Category



Budget Overview

As an internal service department, the Department of Information Technology (DoIT) bills other City departments for the services it provides. In the 2015 and 2016 Proposed Budget, DoIT prioritizes the successful completion of high value, critical initiatives that are underway as well as ongoing support for core technology services that are critical to the operation of other City departments. The critical initiatives include: completing the transition to a new Next Generation Data Center environment, upgrading information systems security to meet more stringent regulatory and compliance requirements, completing the City's transition to Microsoft Office 365 and supporting the regional effort to replace the critical countywide 800Mhz radio system.

Citywide Information Technology Coordination

The Mayor has indicated that he would like DOIT to help review all IT projects throughout the City and develop a Citywide vision for how best to provide IT services. DOIT will be reaching out to all departments to develop a coordinated approach to reviewing, developing, approving and funding IT projects using multiple strategies and organizations. The Mayor's Office will chair a new IT Subcabinet executive group that will meet regularly to discuss IT strategy, direction and investments for the City, and will be staffed by the City's Chief Technology Officer. The Subcabinet will also identify opportunities to streamline and better coordinate the delivery of existing IT services throughout the City. In addition DOIT will revise the City's Municipal IT Investment Evaluation (MITIE) committee, which will serve as a review and recommendation board for evaluating all major IT projects across the City.

Online Interactive Budget Information

Working with the City Budget Office, DoIT has expanded a current contract with a local data and information firm to help make the City's budget more accessible to the public. The Mayor's 2015-2016 Proposed Budget will be

Department of Information Technology

partially displayed through an online interactive tool, showing budget information down to a program level for all departments. In future budgets, DoIT intends to explore implementing additional functionality, including things like Citywide expense reporting and dash-boarding of performance data.

Implementing the Next Generation Data Center

In 2013, work began on moving the City's primary data center and other information technology infrastructure out of the Seattle Municipal Tower as it no longer meets the City's IT needs. The City is shifting to a consolidated data center with a primary location in the Puget Sound region and a secondary recovery site outside the region to maximize options for data recovery in the event of a disaster.

In 2015, the project will build-out the new facilities and relocate the City IT systems into a new facility. As part of this process, an interdepartmental team is developing principles and governance rules for how departments will share network services, storage, management services and physical space in the new data center. The project budget includes resources for departments requiring additional staffing or backfill to complete their portion of the project. The project is anticipated to be completed by the end of 2015 and it will result in a new more resilient and modern data center environment for the City.

Increasing Information Security

DoIT's Information Security Office is tasked with managing the Information Security program for the entire City which includes managing security threats to the City's IT systems, monitoring potential security breaches and regulatory compliance. In order to keep up with the increasing number and complexity of security threats, DoIT is adding additional staff to manage the increase in workload. In addition, the City's number of annual credit card transactions has increased to a level that requires new reporting requirements and security upgrades to meet the regulations governing credit card payments. The Finance and Administrative Services Department will meet the annual reporting requirements and DoIT will provide the upgrades to existing systems to comply with the standards.

Replacing the Public Safety Radio Network

In 1992, voters approved a levy that funded a public safety radio system for all police, fire and emergency medical service agencies within King County, including Seattle. The system is jointly owned and governed by the Regional Communication Board with DoIT maintaining Seattle's portion of the system. Due to the end of vendor support for most of the existing system in use, the owners agreed to start a project to replace the radio system by 2018. The King County Executive will be proposing a regionwide measure funding the replacement of the entire system and related radios to be placed on a ballot.

Increasing Diverse Programming on the Seattle Channel and Public Access Channel

In 2015 DoIT will work with the Seattle Channel and the Public Access Channel, managed by the Seattle Community Colleges District (SCCtv) to increase programming to reflect the diverse communities in Seattle. This may result in new Seattle Channel programming, expanding existing programs such as Community Stories, expanding existing educational outreach programs to disadvantaged communities and providing more training programs to allow community members to produce their own programs. The Seattle Channel is managed by DoIT and provides programming on cable television and via the Internet to help citizens connect with their City, including series and special features highlighting the diverse and cultural landscape of Seattle. In addition, the City supports the Public Access Channel that is managed by the SCCtv. The Public Access Channel allows community members to create an array of programs including broadcasts specific a specific focus on youth, politics or in a particular language that can be seen by a wide audience throughout King County and the Internet.

Cable Television Franchise Fee

The Cable Television Franchise Fund (Cable Fund) receives franchise fees from cable television providers. Over the

Department of Information Technology

last several years, the department used these revenues to support technology access programs previously funded by the General Fund. The 2015 and 2016 Proposed Budget continues previous uses of the Cable Fund for project management for the Web Team, web application support service to City departments, and administrative support for community outreach.

For the near future, the Cable Fund continues to have enough revenue growth to offset inflationary impacts on expenditures. DoIT will know more about future revenue projections after the current franchise agreements are renegotiated in 2015-2017.

Broadband Initiative

In 2014, the Mayor discussed plans to provide more and better broadband service in Seattle by reducing regulatory barriers, exploring public/private partnerships and exploring municipal broadband. As a result of these initial steps, CenturyLink announced that it plans to bring one-gigabit fiber internet access to tens of thousands of single-family homes in Beacon Hill, Central District, Ballard and West Seattle by the end of 2015.

Incremental Budget Changes

Department of Information Technology

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 79,589,330	193.25	\$ 79,589,330	193.25
Baseline Changes				
Increase for Maintenance Costs	\$ 256,103	0.00	\$ 315,053	0.00
Adjustment for Wireless Charges	\$ 364,693	0.00	\$ 373,445	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 1,783,334	0.00	-\$ 17,369,094	0.00
Adjustment for One-time Adds or Reductions	\$ 661,597	0.00	\$ 1,885,538	0.00
Technical Adjustments	\$ 9,507	0.00	-\$ 40,755	0.00
Proposed Changes				
Next Generation Data Center	\$ 1,092,641	2.00	\$ 373,342	2.00
Information Security Changes	\$ 1,248,295	2.00	\$ 1,138,982	2.00
Public Safety Radio System	\$ 276,853	1.00	\$ 178,703	1.00
Increase Diversity Programming	\$ 78,000	0.00	\$ 78,000	0.00
Upgrade Backup Alerting System for Seattle Fire Department	\$ 88,700	0.00	\$ 0	0.00
Increase Funding for Public Access Channel	\$ 61,704	0.00	\$ 36,346	0.00
Upgrade Project Portfolio Management System	\$ 91,276	0.00	\$ 94,835	0.00
Complete Office 365 Implementation	\$ 200,000	0.00	\$ 0	0.00
Upgrade Reporting System	\$ 146,974	0.00	\$ 0	0.00
Reduce Funding for Coordination of Senior Peer Computer Training	-\$ 22,333	0.00	-\$ 22,333	0.00

Department of Information Technology

Install IT Testing Tools	\$ 0	0.00	\$ 310,500	0.00
Delay Interactive Voice Response Upgrade Project	\$ 0	0.00	-\$ 562,817	0.00
Proposed Technical Changes				
Adjustments for Inflation and Debt Service Costs	-\$ 632,602	0.00	-\$ 627,603	0.00
Technical Adjustments	-\$ 94,063	0.00	-\$ 249,512	0.00
Transfer of Electronic Records Management Project	-\$ 69,525	0.00	-\$ 69,525	0.00
Align Budget for Personnel Costs	\$ 323,492	0.00	\$ 292,476	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 523,153	0.00	\$ 1,152,982	0.00
Total Incremental Changes	\$ 2,821,131	5.00	-\$ 12,711,437	5.00
2015 - 2016 Proposed Budget	\$ 82,410,461	198.25	\$ 66,877,893	198.25

Descriptions of Incremental Budget Changes

Baseline Changes

Increase for Maintenance Costs - \$256,103

This baseline item adjusts the budget to cover increased maintenance costs for the public safety radio system and other equipment.

Adjustment for Wireless Charges - \$364,693

This item provides DoIT appropriation to pay for the increase in wireless bills directly to the service vendor. The increased costs are recovered from the affected departments through DoIT rates.

Citywide Adjustments for Standard Cost Changes - (\$1,783,334)

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase." This also includes adjustments to DoIT's Capital Improvement Program (CIP) budget. DoIT runs their CIP through their operating budget and these adjustments reflect aligning funding from the 2014-2019 Adopted CIP with the 2015-2020 Proposed CIP. The majority of the CIP change is reduced funding for the Next Generation Data Center project, set for completion in 2015.

Adjustment for One-time Adds or Reductions - \$661,597

This item includes budget reductions in the 2015-16 Biennium for one-time salaries, equipment or expenses added in the 2014 Adopted Budget. It also includes one-time budget reductions taken in 2014.

Technical Adjustments - \$9,507

Changes reflected in this category include: adjustments within or between Budget Control Levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, and other

Department of Information Technology

technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Proposed Changes

Next Generation Data Center - \$1,092,641/2.00 FTE

In 2013, the City funded a project to replace and consolidate the City's existing data centers and server rooms. In 2015, the project will begin migrating the IT infrastructure and applications to the new location. This item provides funding for the project to support this work and funding for City departments to complete their portion of the move with temporary staffing. Fund balance will be used to fund this one-time expense.

Additional full-time staffing is also necessary for DoIT to manage the new data center and sustain an increased level of service and larger customer base than currently exists. These ongoing costs will be part of the cost allocation for the new data center.

Information Security Changes - \$1,248,295/2.00 FTE

DoIT is implementing many changes to improve the security of the City's networks in 2015-2016 to comply with new higher level Payment Card Industry Data Security Standards due to the City's increased number of credit card transactions. These changes include:

- Adding staff to DoIT's Information Technology Security Office to implement the new security standards;
- Upgrading and enhancing existing various IT security systems; and
- Purchasing new specialized preventative and detective cybersecurity devices to improve security.

Public Safety Radio System - \$276,853/1.00 FTE

The City is a joint owner of the 800 MHz Public Safety Radio System used by the Seattle Police and Fire Departments for communication in emergencies. In 2013, the Regional Communication Board that collectively oversees the system, voted in favor of replacing the outdated system starting in 2015. The King County Executive intends to propose a regionwide measure funding the replacement of the entire system and related radios to be placed on a ballot. This item provides \$182,000 for a term-limited project manager for the City's portion of this project and will not be staffed nor funded if the project does not move forward.

The radios used by the Police and Fire Departments for communications in emergencies are due to be replaced in 2019. As the regional project is planning to fund the replacement of these radios, the City is reducing the amount of reserves set aside annually for this purpose. In addition, this item funds \$90,000 for the replacement of test equipment at the end of its lifecycle to keep the City's portion of the existing system maintained until it is replaced.

Increase Diversity Programming - \$78,000

This item provides funding to increase the diversity of programming on the Seattle Channel and the public access channel to reflect the communities in Seattle. DoIT will work with the Office of Immigrant and Refugee Affairs and the Seattle Office of Civil Rights to develop specific activities.

Upgrade Backup Alerting System for Seattle Fire Department - \$88,700

The Seattle Fire Department's back-up system for alerting stations to emergencies is out of date and needs to be replaced. The main 9-1-1 alerting system is wired to each station and is fully operational, but in cases where the network is down the back-up system is used to alert the fire stations from the Fire Alarm Center. A new system

Department of Information Technology

will ensure the critical alternative communication structure is in place for the 9-1-1 system.

Increase Funding for Public Access Channel - \$61,704

This item provides a \$36,000 increase in the annual contract with the Seattle Community Colleges District (SCCtv) to manage the Seattle Public Access Channel due to inflation. Also, there is \$25,000 in one-time funding to replace aging equipment and support the upgrade to high-definition television.

Upgrade Project Portfolio Management System - \$91,276

This proposal replaces DoIT's software system to track and manage the City's current IT projects that the Chief Technology Officer is required to monitor. The current software is out of date and no longer supported by the vendor. The new system is easier to use and should reduce training time and facilitate more frequent updates to project information

Complete Office 365 Implementation - \$200,000

This item funds the final implementation stages of the City's transition to Microsoft Office 365 for completion in 2016. Office 365 will provide both local and cloud licensing for key office products including email, calendaring, Office, Lync and Sharepoint. As part of this work, DoIT will replace the City's aging email infrastructure with Microsoft Exchange Online, a cloud-based email service that will reduce costs by reducing the need for on premise infrastructure while increasing security and service availability

Upgrade Reporting System - \$146,974

A data reporting system currently in use by DoIT for customer service reports is at the end of its useful life. This funding provides temporary staffing to transition the data into a different reporting system. It is more efficient for DoIT convert the data for reporting into an existing licensed system than to invest in upgrading the other outdated system.

Reduce Funding for Coordination of Senior Peer Computer Training - (\$22,333)

In 2011, funding from the Cable Franchise Fund was directed to fund a half-time position in the Human Services Department (HSD) to coordinate senior peer computer training for a limited time. This item reduces that funding by half and HSD will use existing resources in 2015-2016 to continue to fund this half-time position.

Install IT Testing Tools

This item provides funding in 2016 (\$310,000) to implement a new suite of technology testing tools which will allow the City to more efficiently mitigate risks from rapid technology changes that are driven by IT service providers. Routine upgrades to operating systems will occur more frequently as the City moves toward increased use of cloud computing. Previously, the City controlled the upgrade timelines and the impacts could be managed manually. These automated IT testing tools will allow rapid and efficient management of the upgrade impacts to other systems.

Delay Interactive Voice Response Upgrade Project

The software upgrade for the City's Interactive Voice Response project planned for 2016 will be delayed until 2017. The current system continues to function well with planned routine maintenance and does not need to be upgraded at this time.

Department of Information Technology

Proposed Technical Changes

Adjustments for Inflation and Debt Service Costs - (\$632,602)

This item adjusts DoIT's budget due to double counting of inflation factors during the baseline development and reduction of debt service payments for 2015 and 2016.

Technical Adjustments - (\$94,063)

Changes reflected in this category include: adjustments within or between Budget Control Levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Transfer of Electronic Records Management Project - (\$69,525)

This item reflects the transfer of the debt service for the Electronic Records Management Project to the Finance and Administrative Services Department (FAS). This project was originally in the DoIT CIP, but has been managed by FAS and will replace the current email archive system that is no longer supported by the vendor.

Align Budget for Personnel Costs - \$323,492

This item aligns DoIT's budget for salaries and other personnel services to match what is actually spent and where in the organization the expenses are occurring.

Final Citywide Adjustments for Standard Cost Changes - \$523,153

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Department of Information Technology

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Finance and Administration Budget Control					
Finance and Administration		2,607,984	2,724,395	3,793,632	3,403,302
General and Administration		5,349,477	28,047,250	28,679,940	12,961,346
Total	D1100	7,957,461	30,771,645	32,473,572	16,364,648
Office of Electronic Communications Budget Control					
Citywide Web Team		2,019,504	2,279,791	2,156,449	2,170,692
Community Technology		1,285,646	1,344,485	1,353,971	1,366,670
Office of Cable Communications		648,727	729,693	781,488	762,195
Seattle Channel		3,108,019	3,269,938	3,434,041	3,449,325
Total	D4400	7,061,896	7,623,907	7,725,949	7,748,882
Technology Infrastructure Budget Control					
Communications Shop		2,168,040	1,893,256	1,809,549	1,831,265
Data Network Services		3,702,468	4,027,052	4,176,486	4,130,951
Enterprise Computing Services		7,474,825	8,469,845	8,055,838	7,723,804
Messaging, Collaboration and Directory Services		2,602,865	3,566,472	2,847,715	2,894,519
Radio Network		4,120,510	2,602,167	1,528,751	1,378,226
Service Desk		1,262,384	1,209,240	1,477,426	2,249,134
Technical Support Services		1,983,142	2,032,829	2,239,556	2,564,229
Technology Engineering and Project Management		2,963,623	4,881,909	5,216,198	5,407,704
Technology Infrastructure Grants		781,745	0	0	0
Telephone Services		9,113,125	8,747,424	9,769,775	9,399,083
Warehouse		943,504	1,273,481	1,258,020	1,282,182
Total	D3300	37,116,232	38,703,675	38,379,314	38,861,097
Technology Leadership and Governance Budget Control					
Citywide Technology Leadership and Governance		2,010,283	1,852,633	2,075,900	2,092,098
Information Security Office		0	637,472	1,755,726	1,811,168
Total	D2200	2,010,283	2,490,105	3,831,626	3,903,266
Department Total		54,145,873	79,589,332	82,410,461	66,877,893
Department Full-time Equivalent Total*		192.25	193.25	198.25	198.25

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

Department of Information Technology

Revenue Overview

2015 Estimated Revenues

Summit Code	Source	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
542810	Cable Fund Allocation	8,446,884	8,709,785	8,199,394	8,227,829
	Total Cable Fund	8,446,884	8,709,785	8,199,394	8,227,829
541490	Technology Allocation (GF Depts)	10,787,904	12,378,548	13,690,757	14,321,545
541710	Rates (GF Depts)	128,388	0	0	0
541810	Rates (GF Depts)	184,494	142,834	1,416,233	1,506,260
542810	Rates (GF Depts)	3,204,818	2,755,173	2,099,559	2,126,435
542810	Special Project Billings (GF Depts)	127,372	0	0	0
542850	Rates (GF Depts)	1,127,268	1,084,762	991,349	1,011,701
562210	Rates (GF Depts)	103,591	72,512	73,983	75,439
	Total City Agency - GF	15,663,835	16,433,829	18,271,882	19,041,380
541490	Technology Allocation	16,552,920	17,617,045	19,777,289	24,422,495
541710	Rates	51,389	0	0	0
541810	Rates	131,901	133,407	1,097,053	1,182,581
542810	Rates	1,397,066	1,439,471	970,164	982,349
542810	Special Project Billings	354,689	0	0	0
542850	Rates	110,830	204,345	184,768	188,561
562210	Rates	42,108	56,952	64,956	66,234
	Total City Agency - Non-GF	18,640,903	19,451,221	22,094,230	26,842,221
441710	Rates	2,189	0	0	0
442810	Rates	183,579	147,736	184,647	186,395
442810	Special Project Billings	910,256	0	0	0
442850	Rates	248,982	206,853	38,193	38,977
462210	Rates	131,697	100,603	160,594	161,850
469990	Other Miscellaneous Revenues	31,108	0	0	0
	Total External Revenues	1,507,811	455,193	383,434	387,221
461110	Interest Earnings	-59,241	0	0	0
	Total Finance - External	-59,241	0	0	0
587001	Rates (pure GF)	47,919	168	188	190
587001	Technology Allocation (pure GF)	4,609,008	3,974,770	4,464,301	6,498,654
	Total General Subfund Support	4,656,927	3,974,938	4,464,489	6,498,844
433010	Federal Grants - Indirect	781,745	0	0	0
439090	Private Contributions & Donations	0	0	0	0
	Total Grants	781,745	0	0	0
569990	Long-Term General Obligation (LTGO) Bonds - Capital Assets Replacement	0	3,170,096	3,675,000	0
569990	Long-Term General Obligation	0	3,000,000	0	0

Department of Information Technology

	(LTGO) Bonds - Electronic Records Management System Planning				
569990	Long-Term General Obligation (LTGO) Bonds - Next Generation Data Center	2,623,785	26,200,000	7,287,000	0
	Total LTGO Bonds	2,623,785	32,370,096	10,962,000	0
569990	Operating Fund Rebate	0	-2,615,164	0	0
	Total Operating Fund Rebate	0	-2,615,164	0	0
469400	Radio Frequency Settlement	5,200	0	0	0
	Total Radio Frequency Settlement	5,200	0	0	0
542810	Special Project Billings	807,389	5,410,871	5,819,790	6,355,482
	Total Special Project Billings	807,389	5,410,871	5,819,790	6,355,482
	Total Revenues	53,075,238	84,190,769	70,195,219	67,352,978
379100	Use of (Contributions to) Fund Balance	1,070,635	-4,601,437	12,215,243	-475,085
	Total Use of (Contributions to) Fund Balance	1,070,635	-4,601,437	12,215,243	-475,085
	Total Resources	54,145,873	79,589,332	82,410,462	66,877,893

Department of Information Technology

Appropriations By Budget Control Level (BCL) and Program

Finance and Administration Budget Control Level

The purpose of the Finance and Administration Budget Control Level is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department, and to manage funding associated with Citywide initiatives.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Finance and Administration	2,607,984	2,724,395	3,793,632	3,403,302
General and Administration	5,349,477	28,047,250	28,679,940	12,961,346
Total	7,957,461	30,771,645	32,473,572	16,364,648
Full-time Equivalents Total*	21.00	21.00	25.00	25.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Finance and Administration Budget Control Level:

Finance and Administration Program

The purpose of the Finance and Administration Program is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Finance and Administration	2,607,984	2,724,395	3,793,632	3,403,302
Full-time Equivalents Total	21.00	21.00	25.00	25.00

General and Administration Program

The purpose of the General and Administration Program is to provide general administrative services and supplies to the Department's internal programs.

	2013	2014	2015	2016
Expenditures	Actual	Adopted	Proposed	Proposed
General and Administration	5,349,477	28,047,250	28,679,940	12,961,346

Department of Information Technology

Office of Electronic Communications Budget Control Level

The purpose of the Office of Electronic Communications Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs so that technology delivers services and information to residents, businesses and visitors.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Citywide Web Team	2,019,504	2,279,791	2,156,449	2,170,692
Community Technology	1,285,646	1,344,485	1,353,971	1,366,670
Office of Cable Communications	648,727	729,693	781,488	762,195
Seattle Channel	3,108,019	3,269,938	3,434,041	3,449,325
Total	7,061,896	7,623,907	7,725,949	7,748,882
Full-time Equivalents Total*	35.00	36.00	35.00	35.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Office of Electronic Communications Budget Control Level:

Citywide Web Team Program

The purpose of the Citywide Web Team Program is to provide leadership in using Web technology and a Web presence for residents, businesses, visitors, and employees so that they have 24-hour access to relevant information and City services.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Citywide Web Team	2,019,504	2,279,791	2,156,449	2,170,692
Full-time Equivalents Total	12.75	13.75	12.75	12.75

Community Technology Program

The purpose of the Community Technology Program is to provide leadership, education, and funding so that all residents have access to computer technology and online information.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Community Technology	1,285,646	1,344,485	1,353,971	1,366,670
Full-time Equivalents Total	4.25	4.25	4.25	4.25

Office of Cable Communications Program

The purpose of the Office of Cable Communications Program is to negotiate with and regulate private cable communications providers so that residents receive high-quality and reasonably priced services.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Office of Cable Communications	648,727	729,693	781,488	762,195
Full-time Equivalents Total	2.75	2.75	2.75	2.75

Department of Information Technology

Seattle Channel Program

The purpose of the Seattle Channel Program is to inform and engage residents in Seattle's governmental, civic, and cultural affairs by using television, the Web, and other media in compelling ways.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Seattle Channel	3,108,019	3,269,938	3,434,041	3,449,325
Full-time Equivalents Total	15.25	15.25	15.25	15.25

Technology Infrastructure Budget Control Level

The purpose of the Technology Infrastructure Budget Control Level is to build and operate the City's corporate communications and computing assets so that the City can manage information more effectively, deliver services more efficiently, and make better informed decisions.

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Proposed	Proposed
Communications Shop	2,168,040	1,893,256	1,809,549	1,831,265
Data Network Services	3,702,468	4,027,052	4,176,486	4,130,951
Enterprise Computing Services	7,474,825	8,469,845	8,055,838	7,723,804
Messaging, Collaboration and Directory Services	2,602,865	3,566,472	2,847,715	2,894,519
Radio Network	4,120,510	2,602,167	1,528,751	1,378,226
Service Desk	1,262,384	1,209,240	1,477,426	2,249,134
Technical Support Services	1,983,142	2,032,829	2,239,556	2,564,229
Technology Engineering and Project Management	2,963,623	4,881,909	5,216,198	5,407,704
Technology Infrastructure Grants	781,745	0	0	0
Telephone Services	9,113,125	8,747,424	9,769,775	9,399,083
Warehouse	943,504	1,273,481	1,258,020	1,282,182
Total	37,116,232	38,703,675	38,379,314	38,861,097
Full-time Equivalents Total*	123.50	122.50	122.50	122.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Department of Information Technology

The following information summarizes the programs in Technology Infrastructure Budget Control Level:

Communications Shop Program

The purpose of the Communications Shop Program is to install, maintain, and repair the dispatch radio infrastructure and mobile and portable radios for City departments and other regional agencies for common, cost-effective communications.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Communications Shop	2,168,040	1,893,256	1,809,549	1,831,265
Full-time Equivalents Total	11.20	11.40	10.50	10.50

Data Network Services Program

The purpose of the Data Network Services Program is to provide data communications infrastructure and related services to City employees so that they may send and receive electronic data in a cost-effective manner and residents may electronically communicate with City staff and access City services.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Data Network Services	3,702,468	4,027,052	4,176,486	4,130,951
Full-time Equivalents Total	14.75	15.00	14.95	14.95

Enterprise Computing Services Program

The purpose of the Enterprise Computing Services Program is to provide a reliable production computing environment that allows departments to effectively operate their technology applications, operating systems, and servers.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Enterprise Computing Services	7,474,825	8,469,845	8,055,838	7,723,804
Full-time Equivalents Total	24.25	24.25	22.75	22.75

Messaging, Collaboration and Directory Services Program

The purpose of the Messaging, Collaboration and Directory Services Program is to provide, operate, and maintain an infrastructure for e-mail, calendar, directory, and related services to City employees and the general public so that they can communicate and obtain City services.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Messaging, Collaboration and Directory Services	2,602,865	3,566,472	2,847,715	2,894,519
Full-time Equivalents Total	12.25	12.25	12.25	12.25

Radio Network Program

The purpose of the Radio Network Program is to provide dispatch radio communications and related services to City departments and other regional agencies so that they have a highly available means for mobile communications.

Department of Information Technology

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Radio Network	4,120,510	2,602,167	1,528,751	1,378,226
Full-time Equivalents Total	1.00	0.00	0.85	0.85

Service Desk Program

The purpose of the Service Desk Program is to provide an initial point of contact for technical support, problem analysis and resolution, and referral services for customers in non-utility departments.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Service Desk	1,262,384	1,209,240	1,477,426	2,249,134
Full-time Equivalents Total	9.75	9.25	9.25	9.25

Technical Support Services Program

The purpose of the Technical Support Services Program is to provide, operate, and maintain computer services for City employees so that they have a reliable computing environment to conduct City business and to provide services to other government entities and the public.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Technical Support Services	1,983,142	2,032,829	2,239,556	2,564,229
Full-time Equivalents Total	14.25	13.75	15.25	15.25

Technology Engineering and Project Management Program

The purpose of the Technology Engineering and Project Management Program is to engineer communications systems and networks, to manage large technology infrastructure projects for City departments, and to facilitate reliable and cost-effective communications and technology.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Technology Engineering and Project Management	2,963,623	4,881,909	5,216,198	5,407,704
Full-time Equivalents Total	6.00	6.00	7.00	7.00

Technology Infrastructure Grants Program

The purpose of the Technology Infrastructure Grants Program is to display expenditures related to technology projects funded by City and non-City sources and where appropriations for such projects are often made outside of the budget book.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures				
Technology Infrastructure Grants	781,745	0	0	0

Telephone Services Program

The purpose of the Telephone Services Program is to provide, operate, and maintain a telecommunications infrastructure, and to provide related services to City employees so that they have a highly available means of communication.

Department of Information Technology

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Telephone Services	9,113,125	8,747,424	9,769,775	9,399,083
Full-time Equivalents Total	27.05	27.60	26.70	26.70

Warehouse Program

The purpose of the Warehouse Program is to acquire, store, and distribute telephone, computing, data communications, and radio components to the Department so that equipment is available when requested.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Warehouse	943,504	1,273,481	1,258,020	1,282,182
Full-time Equivalents Total	3.00	3.00	3.00	3.00

Technology Leadership and Governance Budget Control Level

The purpose of the Technology Leadership and Governance Budget Control Level is provide strategic direction and coordination on technology for the City, including information security policy and management, development of common standards and architectures, development of a multi-year strategic IT plan, and IT project management and monitoring.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Program Expenditures				
Citywide Technology Leadership and Governance	2,010,283	1,852,633	2,075,900	2,092,098
Information Security Office	0	637,472	1,755,726	1,811,168
Total	2,010,283	2,490,105	3,831,626	3,903,266
Full-time Equivalents Total*	12.75	13.75	15.75	15.75

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Technology Leadership and Governance Budget Control Level:

Citywide Technology Leadership and Governance Program

The purpose of the Citywide Technology Leadership and Governance Program is to establish strategic directions; identify key technology drivers; provide project management, oversight and quality assurance services; and provide information, research, and analysis to departments' business and technology managers.

	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Expenditures/FTE				
Citywide Technology Leadership and Governance	2,010,283	1,852,633	2,075,900	2,092,098
Full-time Equivalents Total	12.75	11.75	11.75	11.75

Information Security Office Program

Department of Information Technology

The purpose of the Information Security Office is to manage the Information Security program for the City including the creation and enforcement of policy, threat and vulnerability management, monitoring, and response, and regulatory compliance.

Expenditures/FTE	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Information Security Office	0	637,472	1,755,726	1,811,168
Full-time Equivalent Total	0.00	2.00	4.00	4.00

Information Technology Fund Table

Information Technology Fund (50410)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	45,874,959	18,984,626	24,625,302	25,390,812	13,175,570
Accounting and Technical Adjustments	-20,179,022	0	0	0	0
Plus: Actual and Estimated Revenues	53,075,238	84,190,769	85,547,075	70,195,219	67,352,978
Less: Actual and Budgeted Expenditures	54,145,873	79,589,332	84,781,566	82,410,461	66,877,893
Ending Fund Balance	24,625,302	23,586,063	25,390,812	13,175,570	13,650,654
Reserves Against Fund Balance	17,589,878	22,972,632	20,992,899	12,595,649	13,036,516
Total Reserves	17,589,878	22,972,632	20,992,899	12,595,649	13,036,516
Ending Unreserved Fund Balance	7,035,424	613,431	4,397,913	579,921	614,138

Department of Information Technology

Capital Improvement Program Highlights

The Department of Information Technology (DoIT) builds, manages, and maintains City government information technology infrastructure including radio, data, communications, and computer networks. DoIT also manages the Seattle Channel, the City's central data center, and the development of computer application projects on behalf of the City. The central data center houses most of the City's computer servers and computing architecture. DoIT's Capital Improvement Program (CIP) provides new technology investments and also upgrades, maintains and improves to the City's existing technology networks and systems.

The Next Generation Data Center project work continues in 2015 with a build out of the new facilities and relocation of the City IT systems into these facilities. As part of the process, an interdepartmental team is developing principles and governance rules for how departments will share network services, storage, management services and physical space in the new data center. The project budget includes resources for departments requiring additional staffing or backfill to complete their portion of the project. DoIT expects to complete this project in 2015 which will result in a new more resilient and modern data center environment for the City.

The DoIT CIP includes various systems upgrades in the IT Security Project and enhancements to meet new security requirements due to the City's increased number of credit card transactions. In addition, the project started in 2014 to update software systems that track help desk tickets and changes to the network system continues in 2015. Both systems are outdated and are in need of upgrades. The Technology Management Tools project will replace both of these systems with a new integrated tool suite. Also in 2015, as part of the Computing Services Architecture program, DoIT will acquire a new suite of testing tools to allow City IT organizations to address rapid technology changes in a more effective manner.

Additional capital project work in 2015 includes:

- fiber optic cable link installation;
- planning, repair, replacement, and modification of software, hardware, and electronics in the City's data and communications infrastructure;
- equipment replacement and upgrades in the 800 MHz radio network program;
- computing services architecture environment software and hardware replacement and upgrades; and
- replacement of Seattle Channel equipment.

Additional information on DoIT's CIP can be found in the [2015-2020 Proposed CIP](#).

Office of Intergovernmental Relations

Nick Harper, Director

(206) 684-0213

<http://www.seattle.gov/oir>

Department Overview

The Office of Intergovernmental Relations (OIR) provides advice and information to, and on behalf of, City elected officials, City departments, and external customers. The primary goal of these efforts is to ensure the City's interests are advanced with international, tribal, federal, state, and regional entities to enable the City to better serve the community.

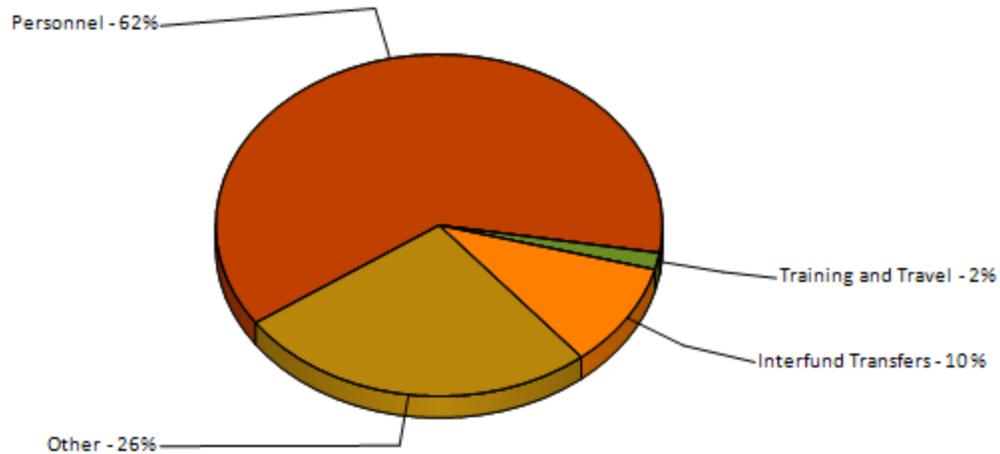
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$1,953,357	\$2,066,755	\$2,593,738	\$2,624,374
Total Operations	\$1,953,357	\$2,066,755	\$2,593,738	\$2,624,374
Total Appropriations	\$1,953,357	\$2,066,755	\$2,593,738	\$2,624,374
Full-time Equivalent Total*	10.50	10.50	11.50	11.50

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

Office of Intergovernmental Relations

2015 Proposed Budget - Expenditure by Category



Budget Overview

The Office of Intergovernmental Relations (OIR) is responsible for engaging with other jurisdictions and governmental entities in order to collaborate and advocate for outcomes that are in the interest of the City and region. Over 25 percent of OIR's budget funds the City's dues and fees associated with the City's membership and participation in regional, state, national, and international organizations. Given the difficult fiscal environment at all levels of government, it is important for the City to ensure external funding for critical services and programs is retained as residents and businesses in Seattle recover from impacts of the Great Recession.

OIR's 2015-2016 Proposed Budget increases the regional and state functions of the Office by expanding the responsibilities of two existing positions. In 2014, OIR began significantly expanding its regional portfolio to better carry out the City's regional policy priorities including transit policy, transportation infrastructure funding, and regional planning and collaboration. Similarly, OIR's state lobbyist position was expanded to include special project work to better support the Mayor and City Council. OIR's proposed budget sustains these newly expanded roles.

The proposed budget also includes the creation of a new function within OIR - international business development and investment. As Seattle continues to grow as a major international hub for investment and economic development, there is increasing interest in developing political, trade and business ties with international cities to expand the opportunities for both inbound investment and Seattle-based companies abroad. The proposed budget provides resources to develop an international economic agenda that will assess the existing state of international investment in Seattle, leverage new opportunities, capitalize on existing relationships and engage with partners in bolstering Seattle's reputation as a city for international business.

Office of Intergovernmental Relations

Incremental Budget Changes

Office of Intergovernmental Relations

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 2,066,755	10.50	\$ 2,066,755	10.50
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 271,657	0.00	\$ 275,533	0.00
Technical Adjustment	\$ 10,489	0.00	\$ 10,489	0.00
Proposed Changes				
Enhance Regional and State Capacity	\$ 52,548	0.00	\$ 52,548	0.00
International Business Development	\$ 147,949	1.00	\$ 148,746	1.00
Proposed Technical Changes				
Citywide Training and Travel Reallocation	-\$ 1,229	0.00	-\$ 1,229	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 45,569	0.00	\$ 71,532	0.00
Total Incremental Changes	\$ 526,983	1.00	\$ 557,619	1.00
2015 - 2016 Proposed Budget	\$ 2,593,738	11.50	\$ 2,624,374	11.50

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$271,657

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment also reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf.

Technical Adjustment - \$10,489

Technical adjustments made reflect departmental reorganization and employment costs.

Office of Intergovernmental Relations

Proposed Changes

Enhance Regional and State Capacity - \$52,548

In 2014, OIR significantly expanded the responsibilities of two existing positions to enhance the City's regional and state presence to better carry out the Mayor and the Council's policy goals. This item increases the salaries for these enhanced positions in order to sustain changes that were implemented in 2014.

International Business Development - \$147,949/1.00 FTE

This item adds 1.0 FTE strategic advisor who will begin to develop and implement the international priorities of the City's economic development plan. Working closely with the Mayor's Office of Policy and Innovation, the Office of Economic Development and local partnering entities, this position will develop, facilitate and track international business, innovation hubs, foreign direct investment and international funding for business ventures within the City of Seattle.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$1,229)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Final Citywide Adjustments for Standard Cost Changes - \$45,569

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Office of Intergovernmental Relations

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Intergovernmental Relations	X1G00	1,953,357	2,066,755	2,593,738	2,624,374
Budget Control Level					
Department Total		1,953,357	2,066,755	2,593,738	2,624,374

Department Full-time Equivalents Total*	10.50	10.50	11.50	11.50
--	--------------	--------------	--------------	--------------

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

Appropriations By Budget Control Level (BCL) and Program

Intergovernmental Relations Budget Control Level

The purpose of the Intergovernmental Relations Budget Control Level is to promote and protect the City's federal, state, regional, and international interests by providing strategic advice, representation, and advocacy to, and on behalf of, City elected officials on a variety of issues. These include: federal and state executive and legislative actions; issues and events relating to the City's international relations; and jurisdictional issues involving King County, suburban cities, and regional governmental organizations.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Intergovernmental Relations	1,953,357	2,066,755	2,593,738	2,624,374
Total	1,953,357	2,066,755	2,593,738	2,624,374
Full-time Equivalents Total*	10.50	10.50	11.50	11.50

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

Office of Intergovernmental Relations

Legislative Department

Tim Burgess, Council President

(206) 684-8888 TTY: (206) 233-0025

Department Overview

The Legislative Department includes the Seattle City Council, the City's representative electoral body composed of nine at-large, nonpartisan, elected councilmembers. Starting in 2016, the Council will be composed of two at-large members and seven members elected by geographic districts. In addition to the City Council, the Legislative Department has two other primary programs: the Central Staff and the Office of the City Clerk. Each program supports some aspect of the representative role of the City Council, and works with citizens and City departments to develop effective and responsive public policy.

The City Council establishes City laws, approves the City's annual operating and capital improvement budgets, provides oversight to the City's Executive departments, and creates policy for the City. Each councilmember has a staff of legislative assistants who help accomplish this work and who interact with and conduct outreach to the community.

Central Staff provides policy and budget analysis for councilmembers and their staffs as well as finance, budget, accounting, payroll and consultant contracting services to the Legislative Department, the Office of City Auditor and the Office of Professional Accountability Review Board.

The Office of the City Clerk supports and facilitates the City's legislative process; maintains and makes publicly accessible the Council's work product; coordinates public records disclosure requests; oversees and facilitates Citywide compliance with records retention laws; preserves and provides access to the City's official and historical records; maintains the City's Boards and Commissions registry; and provides information technology and operational support to the Legislative Department, Office of City Auditor and Office of Professional Accountability Review Board.

Communications and Human Resources teams are also a part of the Legislative Department. Communications staff assists councilmembers and the Council as a whole in communicating values, goals and issues to the public by providing marketing and public relations services, including website and social media management, strategic media relations and public affairs work. Human Resources staff provides services including employee relations, recruitment, organizational development and training.

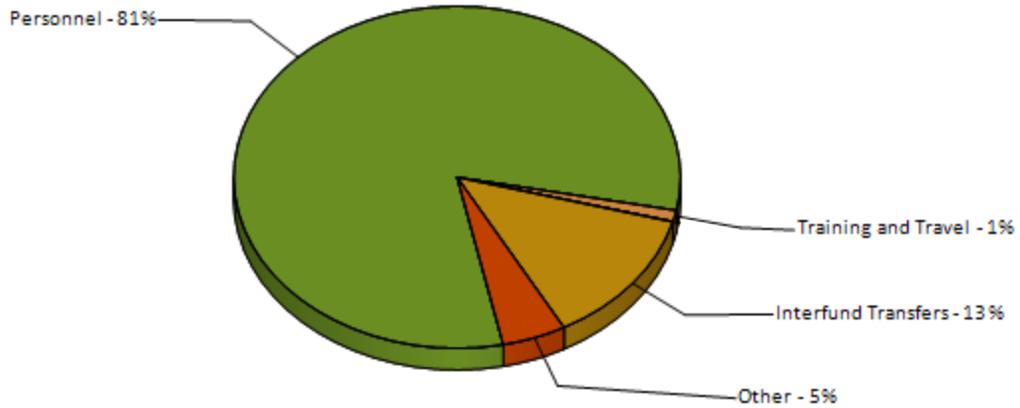
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$11,869,962	\$12,926,146	\$14,069,242	\$14,181,503
Total Operations	\$11,869,962	\$12,926,146	\$14,069,242	\$14,181,503
Total Appropriations	\$11,869,962	\$12,926,146	\$14,069,242	\$14,181,503
Full-time Equivalent Total*	86.50	87.50	88.50	88.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Legislative Department

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget maintains support to the City Council and preserves the services provided by the City Council to residents and City departments.

Incremental Budget Changes

Legislative Department

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 12,926,146	87.50	\$ 12,926,146	87.50
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 214,017	0.00	\$ 242,861	0.00
Salary Changes and Position Reclassifications	\$ 300,397	-1.00	\$ 300,397	-1.00
Add Personnel Specialist Position	\$ 106,598	1.00	\$ 106,598	1.00
Remove One-Time Funding	-\$ 145,000	0.00	-\$ 145,000	0.00

Legislative Department

Proposed Changes

Implement Recommendations of Compensation Study	\$ 304,000	0.00	\$ 304,000	0.00
Add Senior Finance Analyst Position	\$ 111,697	1.00	\$ 111,697	1.00
Increase Professional Development Budget for Central Staff	\$ 21,000	0.00	\$ 21,000	0.00
Add Funds for Software Licensing Costs	\$ 29,000	0.00	\$ 29,000	0.00

Proposed Technical Changes

Citywide Training and Travel Reallocation	-\$ 7,374	0.00	-\$ 7,374	0.00
Technical Adjustments	-\$ 31,274	0.00	-\$ 27,832	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 240,035	0.00	\$ 320,010	0.00

Total Incremental Changes	\$ 1,143,096	1.00	\$ 1,255,357	1.00
----------------------------------	---------------------	-------------	---------------------	-------------

2015 - 2016 Proposed Budget	\$ 14,069,242	88.50	\$ 14,181,503	88.50
------------------------------------	----------------------	--------------	----------------------	--------------

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$214,017

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Salary Changes and Position Reclassifications - \$300,397/(1.00) FTE

This change contains several components based on the Human Resources Department's studies of several job classifications and their work in the Legislative Department. A 2014 compensation study compared the salaries of Central Staff legislative analysts to those who perform the same body of work for elected officials in other cities and found that the City analysts were paid less. As a result, the proposed budget includes \$188,094 to bring salaries into line with those in other jurisdictions. In addition, the Human Resources Department reclassified four positions as a result of job studies. An administrative staff analyst position and a legislative information supervisor position were both reclassified to executive assistant, senior, and two council clerk positions were reclassified to executive assistant for a total add of \$112,303.

This change also removes 1.0 FTE position authority for an unfilled office/maintenance aide position.

Add Personnel Specialist Position - \$106,598/1.00 FTE

This change increases the Legislative Department budget and adds a 1.0 FTE personnel specialist.

Legislative Department

Remove One-Time Funding - (\$145,000)

This item includes budget reductions for two one-time expenses that were added in the 2014 Adopted Budget. \$100,000 funded a consultant study of the City's options with respect to developing a parental-leave policy and \$45,000 funded the purchase of a software system to manage the process of legislation.

Proposed Changes

Implement Recommendations of Compensation Study - \$304,000

This item provides funding to increase pay for Councilmembers' legislative assistants, based on a compensation study conducted by the Human Resources Department which found that they were underpaid.

Add Senior Finance Analyst Position - \$111,697/1.00 FTE

This change adds a senior finance analyst, responsive to the current staff's workload issues. The position will also lead an effort to update and streamline existing systems and processes.

Increase Professional Development Budget for Central Staff - \$21,000

This change increases the professional development budget for Council Central Staff.

Add Funds for Software Licensing Costs - \$29,000

This change funds an annual license (\$24,000) for Citywide use of Legistar. Legistar is workflow-management software that supports a government's legislative process from initial department proposals through Council action. In addition, \$5,000 will fund customized reports.

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$7,374)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Technical Adjustments - (\$31,274)

Changes reflected in this category include: adjustments within or between Budget Control Levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Final Citywide Adjustments for Standard Cost Changes - \$240,035

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Legislative Department

The following information summarizes the programs in Legislative Department Budget Control Level:

Central Staff Program

The purpose of the Central Staff Program is to support the City Council in arriving at sound public policy by providing technical and policy analysis on issues before the Council and to provide finance, budget, accounting, payroll and consultant contracting services to the Legislative Department, Office of City Auditor and Office of Professional Accountability Review Board.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Central Staff	2,759,881	2,934,837	3,378,759	3,396,177
Full-time Equivalents Total	20.00	20.00	21.00	21.00

City Clerk Program

The purpose of the City Clerk Program is to support and facilitate the City's legislative process; maximize public access to the City Clerk's holdings and online records; preserve the City's official and historical records by establishing standards which promote compliance with the Public Records Acts; maintain the City's Boards & Commissions Registry; serve as the City's ex officio elections officer; oversee compliance with the Open Public Meetings Act; and provide information technology, human resources and operational support to the Legislative Department, Office of City Auditor and Office of Professional Accountability Review Board.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
City Clerk	2,747,413	3,027,892	3,113,351	3,138,665
Full-time Equivalents Total	27.50	28.50	26.50	26.50

City Council Program

The purpose of the City Council Program is to set policy; review, consider and determine legislative action; approve the City's budget; and provide oversight of City departments. The goal of the City Council is to be an open and transparent, effective and accountable local government that is committed to the strength of our diversity and dedicated to the health of all of our neighborhoods. This program consists of the nine councilmembers, their Legislative Assistant staff and the Communications staff.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
City Council	4,542,883	4,948,373	5,507,948	5,549,360
Full-time Equivalents Total	39.00	39.00	41.00	41.00

General Expense Program

The purpose of the General Expense Program is to account for expenses necessary to operate the entire department, and that are not necessarily attributable to a specific program. These expenditures include workers' compensation and unemployment claims; information technology hardware and software costs; common area equipment, furniture and related expenses; and internal city cost allocations and charges, such as space rent, information technology, telephone services and common area building maintenance. It also includes Office of Professional Accountability Review Board expenses.

	2013	2014	2015	2016
Expenditures	Actual	Adopted	Proposed	Proposed
General Expense	1,819,786	2,015,044	2,069,184	2,097,301

Office of the Mayor

Edward B. Murray, Mayor

(206) 684-4000

<http://www.seattle.gov/mayor/>

Department Overview

The Office of the Mayor works to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible, and which creates an environment that encourages ideas, civic discourse, and inclusion for the City's entire diverse population.

In the municipality of Seattle, the Mayor governs the Executive Branch as its chief executive officer. More than 25 department directors and commission members are appointed by the Mayor, work directly for the Mayor, and have been delegated the day-to-day authority to administer their respective departments, offices, and commissions. The many legal roles and responsibilities of the Mayor, and those working directly for the Mayor, are prescribed in the City Charter, state statutes, and municipal ordinances. Elections for this nonpartisan office are held every four years.

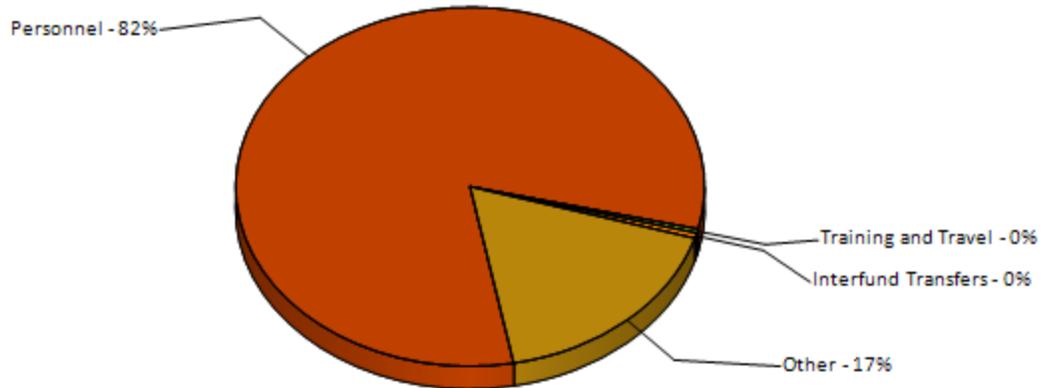
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$3,785,469	\$4,508,653	\$5,393,182	\$5,443,403
Total Operations	\$3,785,469	\$4,508,653	\$5,393,182	\$5,443,403
Total Appropriations	\$3,785,469	\$4,508,653	\$5,393,182	\$5,443,403
Full-time Equivalent Total*	28.50	28.50	34.50	34.50

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

Office of the Mayor

2015 Proposed Budget - Expenditure by Category



Budget Overview

The 2015-2016 Proposed Budget primarily reflects organizational and staffing changes for the Mayor's Office. After reviewing the structure of the Office and assessing the past outreach to both the residents of the City and City departments, the Mayor proposes to add six positions to more appropriately staff the internal and external work needed to help lead the City. In addition, the budget for professional services is increased to more closely represent the Office's role in coordinating citywide research and planning for priority projects and initiatives. Other changes in this budget include technical changes to reflect internal service cost and citywide inflationary increases.

Incremental Budget Changes

Office of the Mayor

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 4,508,653	28.50	\$ 4,508,653	28.50
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 61,291	0.00	\$ 61,405	0.00

Office of the Mayor

Proposed Changes

Staffing Additions	\$ 690,505	6.00	\$ 690,505	6.00
Increase Professional Services Budget	\$ 50,000	0.00	\$ 50,000	0.00

Proposed Technical Changes

Citywide Training and Travel Reallocation	-\$ 3,687	0.00	-\$ 3,687	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 86,420	0.00	\$ 136,527	0.00

Total Incremental Changes	\$ 884,529	6.00	\$ 934,750	6.00
----------------------------------	-------------------	-------------	-------------------	-------------

2015 - 2016 Proposed Budget	\$ 5,393,182	34.50	\$ 5,443,403	34.50
------------------------------------	---------------------	--------------	---------------------	--------------

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$61,291

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Proposed Changes

Staffing Additions - \$690,505/6.00 FTE

The Mayor's Office evaluated its staffing structure and realized that additional resources are needed to serve the City, both internally and externally. The additions include positions and funding for a chief of staff, an assistant deputy mayor, a public safety specialist, an outreach manager, and an administrative staff assistant. Also, position authority is added for a 1.0 FTE Executive 4 position that is for a deputy mayor position, which will be paid with existing budget authority.

Increase Professional Services Budget - \$50,000

This item increases the budget for the contracting and professional services budget. The current budget is insufficient for managing the actual costs for helping to manage various internal and community-oriented projects for the City.

Office of the Mayor

Proposed Technical Changes

Citywide Training and Travel Reallocation - (\$3,687)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Final Citywide Adjustments for Standard Cost Changes - \$86,420

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of the Mayor Budget Control Level	X1A00	3,785,469	4,508,653	5,393,182	5,443,403
Department Total		3,785,469	4,508,653	5,393,182	5,443,403

Department Full-time Equivalents Total*	28.50	28.50	34.50	34.50
--	--------------	--------------	--------------	--------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Office of the Mayor Budget Control Level

The purpose of the Mayor's Office Budget Control Level is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of the Mayor	3,785,469	4,508,653	5,393,182	5,443,403
Total	3,785,469	4,508,653	5,393,182	5,443,403
Full-time Equivalents Total*	28.50	28.50	34.50	34.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Personnel Compensation Trust Subfunds

Susan Coskey, Director

(206) 684-7923

<http://www.seattle.gov/personnel/>

Department Overview

The Personnel Compensation Trust Funds are six subfunds of the General Fund, five of which are administered by the Seattle Department of Human Resources and one of which is administered by the Department of Finance and Administrative Services (FAS). These six subfunds serve as a means to manage certain Citywide contractual obligations on behalf of employees and City departments. The administering department collects funds from other City departments, which are then paid out to various insurance companies, service providers, and individuals.

The following subfunds are administered by the Seattle Department of Human Resources:

- **Health Care Subfund:** Contains the revenues and expenses related to the City's medical, dental, and vision insurance programs; Flexible Spending Account program; Employee Assistance Program; and COBRA continuation coverage. The City is self-insured for both the Group Health and Aetna medical plans and one dental plan, and carries insurance for the remainder of the dental and vision plans.
- **Industrial Insurance Subfund:** Captures the revenues and expenditures associated with the City's Workers' Compensation and Safety programs. Since 1972, the City of Seattle has been a self-insured employer as authorized under state law. The Industrial Insurance Subfund receives payments from City departments to pay for these costs and related administrative expenses. Overall costs include fees levied by the Washington State Department of Labor and Industries, reinsurance premiums, and administrative costs to manage the program.
- **Unemployment Insurance Subfund:** Contains the revenues and expenditures associated with the City's unemployment benefit and administration costs. The City is a self-insured employer with respect to unemployment insurance.
- **Group Term Life Insurance Subfund:** Contains the revenues and expenses related to the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance plans.
- **Special Employment Subfund:** Contains the outside agency revenues and expenditures associated with the City's temporary, intern, and work study programs. Expenses related to employees hired by City departments through the Special Employment program are charged directly to the departments and do not pass through the Subfund.

The following subfund is managed by FAS:

- **Transit Benefit Subfund:** Contains the revenues and expenditures associated with the City's transit subsidy program with King County Metro Transit.

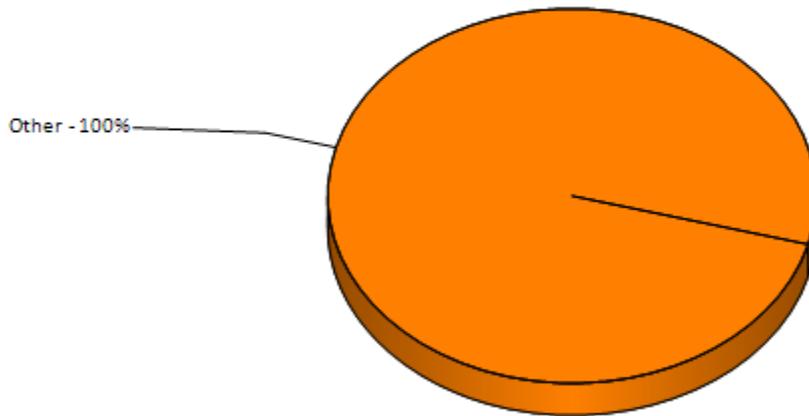
Personnel Compensation Trust Subfunds

Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Other Funding - Operating	\$192,061,511	\$216,167,103	\$227,331,130	\$240,087,490
Total Operations	\$192,061,511	\$216,167,103	\$227,331,130	\$240,087,490
Total Appropriations	\$192,061,511	\$216,167,103	\$227,331,130	\$240,087,490
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

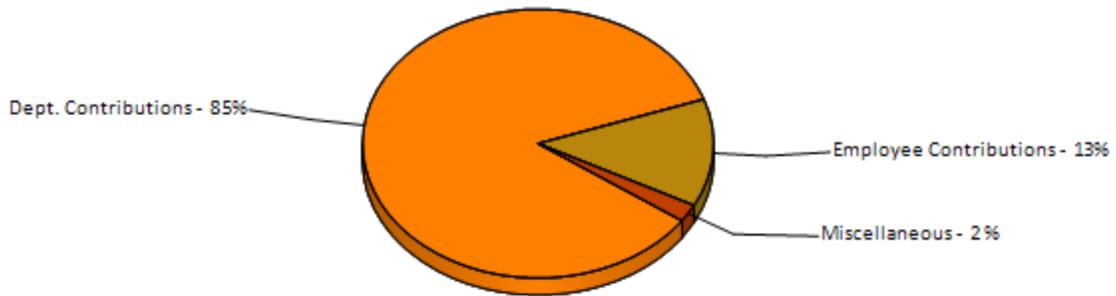
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

2015 Proposed Budget - Expenditure by Category



Personnel Compensation Trust Subfunds

2015 Proposed Budget - Revenue by Category



Budget Overview

The following provides a summary of each of the six individual subfunds of the General Fund that comprise the Personnel Compensation Trust Funds.

Health Care Subfund: Total City health care costs (medical, dental, vision) reached nearly \$165 million in 2013 and have traditionally grown faster than inflation and faster than the national economy.

Health Care Cost Trend Moderates

Health care cost trends are moderating nationally, coming out of the recent recession and with the implementation of the Affordable Care Act, which expanded coverage to previously uninsured populations and enacted a suite of reimbursement reforms. The City of Seattle's self-insured plans for City employees are also seeing a general moderation in the rate of cost increase. The 2015 Aetna and Group Health medical plan rates are 4.6% and -1.3%, respectively, over 2014 rates, with a weighted average premium increase across all City plans of 3.0%. This is significantly lower than the 8% long-term health care trend assumption. These savings are largely due to lower-than-anticipated costs as well as administrative changes in managing the health care plan. Nationally, analysts expect health care costs to remain relatively contained for the near future.

The City has taken various steps to lower health care costs. In 2012, the City discontinued the purchase of stop-loss insurance to cover large claims, saving \$1 million in annual premium payments. Instead, the Forecast Variance Reserve (FVR) was created to cover large cost swings. The 2015-2016 Proposed Budget assumes the FVR ending fund balance will be \$8.7 million in 2015 and \$9.0 million in 2016. The City began self-insuring the Group Health medical plans in 2013, which saves the City nearly \$1.4 million in annual administrative expenses.

Personnel Compensation Trust Subfunds

2015 Health Care Rate Components

The following section summarizes the changes in individual medical, dental and vision rates in 2015 over 2014 as developed by the City's actuary. Departments are billed for by subgroup of employees based on bargaining agreements. The City's health care rate includes medical, dental, and vision coverage. These component rates combine to drive the total health care rate.

- **Medical:** For 2015, the City expects a 4.6% rate increase for the Aetna plans, and -1.3% for the Group Health plans relative to 2014.
- **Dental:** For 2015, the City anticipates a 0% rate increase for the Delta Dental of Washington plan and a 1.5% increase for the Dental Health Service plan relative to 2014.
- **Vision:** For 2015, the City forecasts a 0% rate increase for the Vision Service Plan relative to 2014.

2016 Health Care Rate Assumption

The 2015-2016 Proposed Budget reflects a health care rate for 2016 that is 5.5% more than 2015's rate.

Industrial Insurance Subfund: The 2015-2016 Proposed Budget anticipates modest growth in the cost of the City's Industrial Insurance program. Growth in medical costs and time-loss costs are the main drivers of the costs for this program. Medical costs are expected to grow by 3.5% in 2015 and 2016 over expected claims during 2014, and time-loss costs are expected to grow by 5.5% in 2015 and 2016 over expected claims during 2014.

The available fund balance in the Industrial Insurance subfund will help offset the impact of the growth of claims costs. The 2015-2016 Proposed Budget draws down the fund balance by providing a partial Citywide subsidy to departments of \$400,000 in 2015 and assumes no subsidy in 2016.

Unemployment Subfund: Unemployment costs increased significantly during the Great Recession, from approximately \$1 million in 2008 to a peak of \$3 million in 2010. Costs have gradually returned to normal levels, with \$1.3 million in 2013, but they are expected to increase to \$1.8 million in 2014 resulting from larger than expected layoffs, due in part to one-time layoffs related to change in Mayoral administration. However, the 2015-2016 Proposed Budget estimates costs will decrease to levels of \$1.3 million in 2015 and \$1.0 million in 2016 with continued improvement in economic conditions.

Group Term Life Subfund: The 2015-2016 Proposed Budget does not anticipate any substantive changes for the Group Term Life Subfund relative to 2014. The Subfund expenses related to providing Group Term Life and Long Term Disability optional benefits are projected to remain flat in 2015 over 2014, and increase by 2.8% in 2016. These expenses within the Subfund are fully supported by employee and department contributions.

Special Employment Subfund: The 2015-2016 Proposed Budget decreases the level of the pass-through expense and revenue levels from \$200,000 in 2014 to \$100,000 in 2015 and 2016 to better reflect actual experience.

Transit Benefit Subfund: In 2013, the City expanded the transit benefit with King County Metro through its ORCA Passport program. This replaced monthly passes and E-purse products and allows employees more flexibility for the Puget Sound transit systems. The change decreased costs to the City by \$2.2 million in 2014. The 2015 contract with King County is expected to increase by \$1.5 million above the 2014 Adopted Budget costs due to a rise in the number of City employees that use the new ORCA Passport program and a small increase in overall rates for Puget Sound transit systems. In 2016, the King County Metro is expected to raise rates by 25 cents per ride.

Personnel Compensation Trust Subfunds

Incremental Budget Changes

Personnel Compensation Trust Subfunds

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 216,167,103	0.00	\$ 216,167,103	0.00
Health Care Changes				
Increase in Health Care Expenses	\$ 9,789,381	0.00	\$ 21,572,963	0.00
Unemployment Changes				
Changes in Unemployment Claims	\$ 200,000	0.00	-\$ 25,000	0.00
Industrial Insurance Changes				
Claims Expenses	-\$ 403,777	0.00	\$ 11,058	0.00
Technical Adjustments - Industrial Insurance	\$ 123,000	0.00	\$ 212,030	0.00
Group Term Life Changes				
Technical Adjustments - GTL/LTD	\$ 34,512	0.00	\$ 161,289	0.00
Special Employment Program Changes				
Technical Adjustments - SEP	-\$ 100,000	0.00	-\$ 100,000	0.00
Transit Benefit Changes				
Transit Pass Increases	\$ 1,520,911	0.00	\$ 2,088,047	0.00
Total Incremental Changes	\$ 11,164,027	0.00	\$ 23,920,387	0.00
2015 - 2016 Proposed Budget	\$ 227,331,130	0.00	\$ 240,087,490	0.00

Descriptions of Incremental Budget Changes

Health Care Changes

Increase in Health Care Expenses - \$9,789,381

The 2015-2016 Proposed Budget reflects an increase of \$10.9 million, from \$185.7 million to \$196.5 million, over the total 2014 Adopted Budget for health care claims and premium expenses. This year over year increase of approximately 5.7% is due to the underlying growth in health costs, expenses, and enrollment. The growth is reflected in the 2016 estimated increase over 2015 of \$10.2 million.

Personnel Compensation Trust Subfunds

Unemployment Changes

Changes in Unemployment Claims - \$200,000

The 2015-2016 Proposed Budget updates estimates based on recent claims experience. Overall, the total anticipated claims in 2015 are expected to increase by \$200,000 over the 2014 Adopted Budget, and then decrease in 2016 to a level that is \$25,000 below the 2014 Adopted Budget due to improvement in economic conditions.

Industrial Insurance Changes

Claims Expenses - (\$403,777)

This change reflects an increase in the projected growth in the industrial insurance claim experience, resulting in a budget increase in the 2015-2016 Proposed Budget, as compared to the 2014 Adopted Budget.

Technical Adjustments - Industrial Insurance - \$123,000

This change reflects an increase in the anticipated expenses in the 2015-2016 Proposed Budget, as compared to the 2014 Adopted Budget. The main expenses cover payments to the Washington State Department of Labor and Industries for various professional services contracts included in this Subfund, including Second Injury Insurance Premiums. Additionally, this change includes an expense of \$135,000 in 2015 to replace the existing Industrial Insurance system to improve claims management.

Group Term Life Changes

Technical Adjustments - GTL/LTD - \$34,512

The 2015-2016 Proposed Budget reflects minor changes in the projections for the Long Term Disability premiums and the Group Term Life Insurance and Accidental Death and Dismemberment premiums compared to the 2014 Adopted Budget. Long Term Disability premiums are expected to decrease by \$350,448 in 2015, as compared to the 2014 Adopted Budget. Group Term Life premiums are expected to have an offsetting increase of \$384,960, as compared to the 2014 Adopted Budget.

Special Employment Program Changes

Technical Adjustments - SEP - (\$100,000)

The 2015-2016 Proposed Budget reflects a decrease in the anticipated level of expense activity associated with outside agencies accessing the City's temporary, intern and work study programs compared to the 2014 Adopted Budget.

Personnel Compensation Trust Subfunds

Transit Benefit Changes

Transit Pass Increases - \$1,520,911

The anticipated costs for the OCRA Passport is expected to increase by \$1.5 million in 2015, as compared to the 2014 Adopted Budget. This increase is mainly due to an increase of City employees using the new ORCA Passport transit program which began in 2013, as compared to the old transit benefit program. The additional increase in 2016 reflects the future expected \$0.25 increase in King County Metro fares.

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Group Term Life Budget Control Level	NA000	5,801,963	6,304,320	6,338,832	6,465,609
Health Care Budget Control Level	NM000	164,689,317	185,613,293	195,402,674	207,186,256
Industrial Insurance Budget Control Level	NR500	15,697,416	19,811,000	19,530,223	20,034,088
Special Employment Budget Control Level	NT000	35,235	200,000	100,000	100,000
Transit Benefit Budget Control Level	TRANSITB1	4,536,803	3,163,490	4,684,401	5,251,537
Unemployment Insurance Budget Control Level	NS000	1,300,777	1,075,000	1,275,000	1,050,000
Department Total		192,061,511	216,167,103	227,331,130	240,087,490
Department Full-time Equivalents Total*		0.00	0.00	0.00	0.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Personnel Compensation Trust Subfunds

Revenue Overview

2015 Estimated Revenues

Summit Code	Source	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
569540	Group Term Life - Dept Contributions	734,055	859,800	884,400	902,088
569580	Health Care - Department Contributions	149,421,703	160,648,150	168,219,331	178,182,616
569550	Industrial Insurance - Dept Contributions	14,765,111	19,411,000	19,130,223	20,034,088
520670	Transit Benefit - Dept Contributions	4,536,803	3,163,490	4,684,401	5,251,537
569570	Unemployment - Department Contributions	641,575	298,827	1,495,973	1,050,000
	Total Dept. Contributions	170,099,247	184,381,267	194,414,328	205,420,329
469660	Group Term Life - Employee Contributions	5,068,933	5,444,520	5,454,432	5,563,521
569580	Health Care - Employee Contributions	22,210,110	23,098,833	24,249,800	25,593,871
	Total Employee Contributions	27,279,043	28,543,353	29,704,232	31,157,392
461110	Group Term Life - Other Funding	-877	10,000	10,000	10,000
569990	Health Care - Other Funding	1,513,155	2,994,474	4,730,855	4,993,499
441960	Special Employment Program - Outside Funding	38,048	200,000	100,000	100,000
	Total Miscellaneous	1,550,326	3,204,474	4,840,855	5,103,499
	Total Revenues	198,928,616	216,129,094	228,959,415	241,681,220
379100	Use of (Contribution to) Fund Balance - GTL	-148	-10,000	-10,000	-10,000
379100	Use of (Contribution to) Fund Balance - HC	-8,455,651	-1,128,164	-1,797,313	-1,583,730
379100	Use of (Contribution to) Fund Balance - Indus. Ins.	932,305	400,000	400,000	0
379100	Use of (Contribution to) Fund Balance	-2,813	0	0	0
379100	Use of (Contribution to) Fund Balance - Unemployment	659,202	776,173	-220,973	0
	Total Use of Fund Balance	-6,867,105	38,009	-1,628,286	-1,593,730
	Total Resources	192,061,511	216,167,103	227,331,129	240,087,490

Personnel Compensation Trust Subfunds

Appropriations By Budget Control Level (BCL) and Program

Group Term Life Budget Control Level

The purpose of the Group Term Life Budget Control Level is to provide appropriation authority for the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Group Term Life Program	5,801,963	6,304,320	6,338,832	6,465,609
Total	5,801,963	6,304,320	6,338,832	6,465,609

Health Care Budget Control Level

The purpose of the Health Care Budget Control Level is to provide for the City's medical, dental, and vision insurance programs; the Flexible Spending Account; the Employee Assistance Program; and COBRA continuation coverage costs.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Health Care Program	164,689,317	185,613,293	195,402,674	207,186,256
Total	164,689,317	185,613,293	195,402,674	207,186,256

Industrial Insurance Budget Control Level

The purpose of the Industrial Insurance Budget Control Level is to provide for medical, wage replacement, pension, and disability claims related to occupational injuries and illnesses, occupational medical monitoring, workplace safety programs, and related expenses.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Industrial Insurance Program	15,697,416	19,811,000	19,530,223	20,034,088
Total	15,697,416	19,811,000	19,530,223	20,034,088

Special Employment Budget Control Level

The purpose of the Special Employment Budget Control Level is to capture the expenditures associated with outside agency use of the City's temporary, intern, and work study programs. Outside agencies reimburse the City for costs. Expenses related to employees hired by City departments through the Special Employment Program are charged directly to the departments.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Special Employment Program	35,235	200,000	100,000	100,000
Total	35,235	200,000	100,000	100,000

Personnel Compensation Trust Subfunds

Transit Benefit Budget Control Level

The purpose of the Transit Benefit Budget Control Level is to pay for the transit benefits offered to City employees. The Transit Benefit Subfund receives payments from Finance General and fee supported departments to pay for reduced cost King County Metro and other regional transit passes and related administrative expenses.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Transit Benefit Program	4,536,803	3,163,490	4,684,401	5,251,537
Total	4,536,803	3,163,490	4,684,401	5,251,537

Unemployment Insurance Budget Control Level

The purpose of the Unemployment Insurance Budget Control Level is to provide the budget authority for the City to pay unemployment compensation expenses.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Proposed	Proposed
Unemployment Insurance Program	1,300,777	1,075,000	1,275,000	1,050,000
Total	1,300,777	1,075,000	1,275,000	1,050,000

Personnel Compensation Trust Subfunds

Personnel Compensation Trust Subfunds Fund Table

Group Term Life Insurance Subfund (00628)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	424,840	355,040	424,988	351,686	361,686
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,802,111	6,314,320	6,068,373	6,348,832	6,475,609
Less: Actual and Budgeted Expenditures	5,801,963	6,304,320	6,141,675	6,338,832	6,465,609
Ending Fund Balance	424,988	365,040	351,686	361,686	371,686
Ending Unreserved Fund Balance	424,988	365,040	351,686	361,686	371,686

Transit Benefit Subfund (00410)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,536,803	3,163,490	3,092,680	4,684,401	5,251,537
Less: Actual and Budgeted Expenditures	4,536,803	3,163,490	3,092,680	4,684,401	5,251,537
Ending Fund Balance	0	0	0	0	0
Ending Unreserved Fund Balance	0	0	0	0	0

Personnel Compensation Trust Subfunds

Industrial Insurance Subfund (00516)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	5,795,818	4,555,818	4,863,513	4,553,513	4,153,513
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	14,765,111	19,411,000	17,811,000	19,130,223	20,034,088
Less: Actual and Budgeted Expenditures	15,697,416	19,811,000	18,121,000	19,530,223	20,034,088
Ending Fund Balance	4,863,513	4,155,818	4,553,513	4,153,513	4,153,513
Claims Reserve	2,490,093	3,305,000	2,905,000	3,204,056	3,307,765
Total Reserves	2,490,093	3,305,000	2,905,000	3,204,056	3,307,765
Ending Unreserved Fund Balance	2,373,420	850,818	1,648,513	949,457	845,748

Unemployment Insurance Subfunds (00517)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	2,473,103	1,654,596	1,813,901	279,027	500,000
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	641,575	298,827	312,221	1,495,973	1,050,000
Less: Actual and Budgeted Expenditures	1,300,777	1,075,000	1,847,095	1,275,000	1,050,000
Ending Fund Balance	1,813,901	878,423	279,027	500,000	500,000
Reserve Against Fund Balance	500,000	500,000	279,027	500,000	500,000
Total Reserves	500,000	500,000	279,027	500,000	500,000
Ending Unreserved Fund Balance	1,313,901	378,423	0	0	0

Personnel Compensation Trust Subfunds

Special Employment Program Subfund (00515)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	118,786	118,786	121,599	121,599	121,599
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	38,048	200,000	100,000	100,000	100,000
Less: Actual and Budgeted Expenditures	35,235	200,000	100,000	100,000	100,000
Ending Fund Balance	121,599	118,786	121,599	121,599	121,599
Ending Unreserved Fund Balance	121,599	118,786	121,599	121,599	121,599

Health Care Subfund (00627)

	2013 Actuals	2014 Adopted	2014 Revised	2015 Proposed	2016 Proposed
Beginning Fund Balance	45,311,728	54,052,278	53,767,379	57,317,269	59,114,581
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	173,144,968	186,741,457	183,602,068	197,199,986	208,769,986
Less: Actual and Budgeted Expenditures	164,689,317	185,613,293	180,052,178	195,402,674	207,186,256
Ending Fund Balance	53,767,379	55,180,442	57,317,269	59,114,581	60,698,311
Reserve - Forecast Variance Reserve	7,644,004	8,446,500	8,446,500	8,749,500	9,011,985
Reserve - Health Care Purposes	32,553,375	36,189,748	34,320,580	34,696,758	35,090,000
Reserve - State Law	13,570,000	10,544,194	14,550,189	15,668,323	16,596,326
Total Reserves	53,767,379	55,180,442	57,317,269	59,114,581	60,698,311
Ending Unreserved Fund Balance	0	0	0	0	0

Personnel Compensation Trust Subfunds

Office of Sustainability and Environment

Jill Simmons, Director

(206) 615-0817

www.seattle.gov/environment

Department Overview

The Office of Sustainability and Environment (OSE) partners with City departments, community organizations, nonprofits, and businesses to solve pressing environmental challenges. OSE develops policies and promotes green initiatives through three functional areas:

Citywide Coordination: Coordinates interdepartmental work on priority programs, policies, and outreach to advance the City's environmental goals. OSE's coordination work includes a focus on food systems, urban forestry, green infrastructure, energy efficiency in City buildings, equity and environment, and environmental performance measurement.

Innovation & Research: Conducts research and develop the City's next generation of environmental and sustainability policies and programs. OSE's innovation and research includes a special focus on building energy, including supporting Community Power Works, a program to provide home energy upgrades; developing a district energy strategic partnership; implementing the Building Energy Benchmarking & Reporting program; and developing an energy policy roadmap.

Climate Change Action Planning and Measurement: Coordinates implementation of the Seattle Climate Action Plan (CAP) to reduce Seattle's greenhouse gas emissions, including goal assessment, action planning, community outreach, and performance measurement. OSE's climate change planning and measurement work also includes developing a climate change adaptation strategy that minimizes the disproportionate impacts of a changing climate while making Seattle less vulnerable and more resilient.

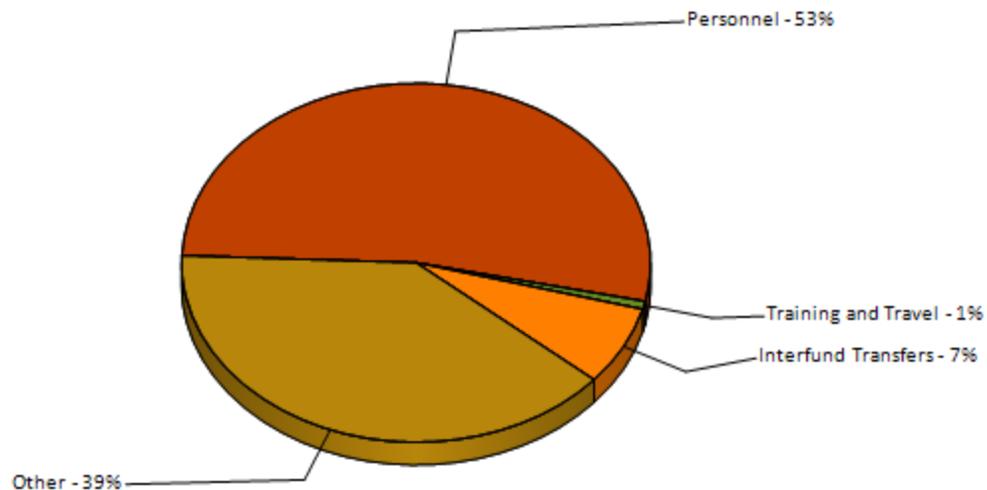
Budget Snapshot

Department Support	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
General Fund Support	\$9,774,045	\$2,901,091	\$3,147,225	\$3,109,352
Total Operations	\$9,774,045	\$2,901,091	\$3,147,225	\$3,109,352
Total Appropriations	\$9,774,045	\$2,901,091	\$3,147,225	\$3,109,352
Full-time Equivalent Total*	14.00	11.00	13.75	13.75

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Office of Sustainability and Environment

2015 Proposed Budget - Expenditure by Category



Budget Overview

Seattle is widely known for its environmental leadership. From recycling to climate protection, the city has consistently modeled best practices that are recognized around the world. Seattle's first environmental progress report in 2014, [Moving the Needle](#), highlights the city's performance on existing environmental goals. Additionally, in 2014, OSE, working with other city departments, completed a Sustainability Tools for Assessing and Rating Communities (STAR) Assessment, which reported Seattle's progress on a number of social, economic and environmental actions and outcomes. Based on the Assessment, Seattle is receiving certification as a [5-STAR Sustainable Community](#), underscoring Seattle's place at the forefront of sustainability innovation.

Environmental leadership also means engaging diverse voices in setting priorities and implementing solutions. Mayor Murray is putting equity and environmental justice front and center of OSE's work in 2015.

The new Equity & Environment Initiative is a City-community partnership to advance three goals:

- All people and communities benefit from Seattle's environmental progress;
- Communities most impacted by environmental injustices are engaged in setting environmental priorities, designing strategies, and tracking progress; and
- People of color, immigrants and refugees, people with low incomes, and people with limited English proficiency have opportunities to be part of the environmental movement.

The 2015 Proposed Budget provides resources to support community engagement and partnership development to advance the Equity & Environment Initiative. The Initiative's efforts in 2015 will result in an Equity & Environment Action Agenda by the end of the year. This outreach effort will also help support the city's race and social justice goals by ensuring that City environmental policies take into account the needs of all communities.

Office of Sustainability and Environment

As part of its Citywide coordination mission, OSE works closely with Seattle Public Utilities (SPU) to coordinate progress toward the City's goal to manage 700 million gallons of stormwater annually by 2025. Green Stormwater Infrastructure (GSI) mimics natural ecological function by cleaning, slowing, and/or reducing runoff from impervious surfaces.

OSE has an existing temporary Green Infrastructure Advisor position, who works with various city departments (including the Department of Planning and Development, the Department of Neighborhoods, the Seattle Department of Transportation and SPU) to develop and implement the city's GSI Strategy, identify key GSI opportunities in existing and planned capital projects, and develop opportunities for outside partnership and community-led projects. The position also ensures coordination and alignment of GSI investments with related city efforts. The 2015-2016 Proposed Budget converts the temporary GSI Advisor position to a fulltime position to continue this ongoing work.

Another example of an innovative environmental program is Community Power Works (CPW). In 2010, the city received federal grant funding for CPW. During its pilot phase, Community Power Works invested in energy efficiency in the residential, commercial and institutional sectors. Since 2010, the program has upgraded more than 3,000 homes, 1.5 million square feet of commercial space, four projects in three major hospitals, and 17 municipal buildings. Community Power Works projects will avoid nearly 333,000 metric tons of carbon over the lifetime of efficiency measures, and the program has created more than 250,000 hours of work for 1,250 people.

Federal support for the program ended in 2014, and day-to-day operations of Community Power Works was transferred to a non-profit partner. The 2015-2016 Proposed Budget eliminates the last remaining grant-funded position from OSE's budget.

In 2015, OSE will continue to implement the Energy Benchmarking program, which requires nonresidential and multifamily buildings 20,000 square feet or larger to annually report energy use to the City. Seattle's benchmarking program has the highest compliance rates in the nation, thanks to a combination of building owner outreach and technical assistance, as well as quarterly enforcement of the reporting requirement. From 2010-2014, the Energy Benchmarking program was partly funded by federal and private grant dollars. To maintain existing staff support for the program, the 2015-2016 Proposed Budget converts an existing TES employee to a fulltime Admin Spec III position, and OSE will redirect another existing position.

The City is working to reduce energy use in City-owned buildings, too. In 2012, OSE created a Resource Conservation Initiative to provide centralized monitoring of resource use and improve the operations of City-owned facilities. In December 2013 the Council adopted a Citywide Resource Conservation Management Plan (RCMP). The RCMP outlines the actions necessary to reduce energy use 20% by 2020 in existing City-owned buildings, and it provides a comprehensive strategy to guide energy efficiency and resource conservation investments across all City facilities.

The 2015-2016 Proposed Budget provides funding for OSE to implement a package of energy efficiency projects, as well as to continue operations and maintenance improvements, measurement and tracking, and building assessments. The energy efficiency projects include multiple improvements at 15 facilities. Combined, these projects will save approximately 23.5 kBtu (3% of the City's total building energy use) annually. It is expected that these projects will generate rebates from Seattle City Light and Puget Sound Energy, which will be returned to the energy efficiency capital project for additional investments in future years. The funding for the energy efficiency projects is in a capital improvement project in the Finance and Administrative Services (FAS) budget.

Office of Sustainability and Environment

Incremental Budget Changes

Office of Sustainability and Environment

	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 2,901,091	11.00	\$ 2,901,091	11.00
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 241,346	2.00	\$ 245,291	2.00
Adjustment for One-time Adds or Reductions	-\$ 145,000	0.00	-\$ 145,000	0.00
Proposed Changes				
Equity & Environment Initiative	\$ 80,000	0.00	\$ 0	0.00
Energy Benchmarking Compliance Support	\$ 0	0.75	\$ 0	0.75
Maintain Green Stormwater Infrastructure Advisor Position	\$ 0	1.00	\$ 0	1.00
Proposed Technical Changes				
Eliminate Grant Funded CPW Position	\$ 0	-1.00	\$ 0	-1.00
Citywide Training and Travel Reallocation	-\$ 1,843	0.00	-\$ 1,843	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 71,631	0.00	\$ 109,813	0.00
Total Incremental Changes	\$ 246,134	2.75	\$ 208,261	2.75
2015 - 2016 Proposed Budget	\$ 3,147,225	13.75	\$ 3,109,352	13.75

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$241,346/2.00 FTE

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. This adjustment reflects movement of funding from Finance General to pay for costs allocated by Department of Information Technology and Finance & Administrative Services. These costs were previously paid directly by Finance General on the department's behalf.

This baseline adjustment also includes a technical true up for two positions to align the position list in the budget book with the actual number of positions in OSE. The budget book was previously short two positions because one was added in the 2012 Q2 supplemental and was not reflected in the budget, and the other was eliminated in the 2014 Adopted Budget in error.

Office of Sustainability and Environment

Adjustment for One-time Adds or Reductions - (\$145,000)

This item reverses one-time additions in the 2014 Adopted Budget for the City's district energy strategic partnership and the Capitol Hill EcoDistrict.

Proposed Changes

Equity & Environment Initiative - \$80,000

Seattle's Equity & Environment Initiative is a City-community partnership to ensure everyone benefits from Seattle's environmental progress and to engage communities most impacted by environmental injustices in setting environmental priorities and designing strategies. This investment provides resources to support community engagement and partnership development to advance the Initiative, which will result in an Equity & Environment Action Agenda by the end of 2015. Future investments for 2016 and beyond will be informed by this work.

Energy Benchmarking Compliance Support/.75 FTE

In 2010 the City's energy benchmarking law established an annual requirement that commercial and multifamily buildings 20,000 square feet and greater benchmark and report their energy use to the City of Seattle. This program received private foundation funding and ARRA funding from the federal government, both of which are no longer available. This budget-neutral action helps maintain Seattle's ongoing energy benchmarking program by converting one temporary position into a permanent 0.75 FTE, redirecting an existing vacant position to the energy benchmarking program, and redirecting salary vacancy savings.

Maintain Green Stormwater Infrastructure Advisor Position/1.00 FTE

This change converts the term-limited Green Stormwater Infrastructure (GSI) Advisor position into an ongoing Strategic Advisor 2 position to continue to foster interdepartmental coordination, policy development, and community partnerships in support of the City's 2025 GSI goal. The cost of this position is split between OSE and SPU. In 2015, OSE will take on a greater share of the cost because the position will have a greater focus on interdepartmental policy coordination. OSE reallocated existing budget to cover the increased costs for this position.

Proposed Technical Changes

Eliminate Grant Funded CPW Position/(1.00) FTE

This change eliminates a Planning & Development Specialist Sr. position from OSE's budget, which served as the grant administrator for OSE's \$20 million ARRA grant for the City's successful Community Power Works program. In 2014, Community Power Works' day-to-day operations transitioned to a non-profit partner. Three of the four positions created to support Community Power Works were eliminated in the 2014 Budget Process, and the remaining grant administrator position is eliminated in the 2015-2016 Budget.

Citywide Training and Travel Reallocation - (\$1,843)

This adjustment makes small reductions to training and travel budget appropriations Citywide. The Budget reallocates these funds to a new Centralized Management and Leadership Development program in the Department of Human Resources. More information on the new training program can be found in the Department of Human Resources budget section.

Office of Sustainability and Environment

Final Citywide Adjustments for Standard Cost Changes - \$71,631

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocation, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments reflect updates to preliminary cost assumptions established in the "Baseline Phase."

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of Sustainability and Environment Budget Control Level	X1000	9,774,045	2,901,091	3,147,225	3,109,352
Department Total		9,774,045	2,901,091	3,147,225	3,109,352

Department Full-time Equivalents Total*	14.00	11.00	13.75	13.75
--	--------------	--------------	--------------	--------------

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Appropriations By Budget Control Level (BCL) and Program

Office of Sustainability and Environment Budget Control Level

The purpose of the Office of Sustainability and Environment Budget Control Level is to coordinate interdepartmental environmental sustainability initiatives, identify and develop next generation policies and programs, and lead the City's climate change action planning to move towards carbon neutrality.

Program Expenditures	2013 Actual	2014 Adopted	2015 Proposed	2016 Proposed
Office of Sustainability and Environment	9,774,045	2,901,091	3,147,225	3,109,352
Total	9,774,045	2,901,091	3,147,225	3,109,352
Full-time Equivalents Total*	14.00	11.00	13.75	13.75

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.